

Abstract

Goals of the present research were to demonstrate that: (a) leadership personality is related to employee perceptions of the organization's ethical climate; (b) a composite of leader job demands and job resources moderates this relationship for certain personality attributes; and (c) such leader-associated ethical climate, in turn, is related to employee turnover intentions and ultimate turnover (see Figure 1). Specifically, I investigated how individual differences in certain leadership "dark side" traits interact with job demands and job resources to influence the perceived ethical climate of their employees, to ultimately impact employee turnover intentions and turnover. Another goal of this research was to make unique predictions for the leadership dark side categories. Both new scales and a previously validated instrument were used. Specifically, the present research utilized the Hogan Development Scale (HDS), a well-known, validated, and highly utilized instrument to measure leaders' dark side trait levels. Three new scales were identified in an archival dataset to assess (a) leader job demands and job resources; (b) employee ethical climate perceptions; and (c) employee turnover intentions. Because variables assessed in the present research represent latent constructs, this research aimed to investigate and fit these systems of constructs to the data using Structural Equation Modeling, to test direct relationships between: (a) leader dark side traits; (b) leader job demands and job resources; (c) ethical climate; (d) employee turnover intentions; and (e) employee turnover, as well as the indirect and interactive relationships between these variables.

Keywords: leadership dark side traits, leadership personality, ethical climate, ethical culture, job demands, job resources, job-demands-resources, employee turnover intentions, employee attitudes, structural equation modeling.