

The Structural Model of Social Well-being in workplace based on Bright-side Personality, Dark Triad and Collectivism Culture, Considering the Mediating Role of Social Influence

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Abstract

Introduction: Social well-being is one of three employee well-being dimensions and the missed piece of subjective well-being literature. The purpose of current research was modeling the social well-being in workplace, based on person-situation model and social exchange theory. This mediated-moderated structural model is developed considering the interactive role of bright and dark triad and collectivism organizational culture, besides mediation role of social influence tactics.

Method: Partial least squares structural equation modeling (PLS-SEM) was used for analyzing this second-order hierarchical latent variable model. Participants were 292 employees of Iran National oil Company in the summer of 1398.

Results: Fitness indices indicates the good fitness of social-wellbeing model (SRMR<0.08, NFI>0.9). Results showed that bright side of personality and collectivism organizational culture affect social well-being directly. In addition, findings showed that dark triad influences on social well-being is fully mediated by social influence tactics; so that Machiavellianism and narcissism increase the social well-being levels by influencing soft influence tactics utilization; Whereas psychopathy leads to applying hard influence tactics and cause social well-being reduction. Moderating effect of collectivism organizational culture on bright side of personality and social well-being was confirmed as well.

Conclusion: Overall findings indicate that personality factors are important determinants of social well-being, but understanding the social well-being construct in workplace requires including the whole image of bright and dark side of personality, as well as organization cultural factors.

Declaration of Interest: None

Keywords: Collectivist culture, Dark triad, Personality, Social well-being, Social influence.

Introduction

Employee well-being is the state of successful performance over a lifetime, resulting from integration of physical, cognitive, and social-emotional functions (1). Review of employee well-being literature shows that there is a three-dimensional approach to this concept. The first dimension of well-being emphasizes attitudes — satisfaction and commitment, that both have cognitive and emotional dimensions — as key elements of job satisfaction (2, 3). The second dimension examines employee well-being from a health (both physical and mental) perspective (4) and includes aspects such as stress, anxiety, and work exhaustion. The third dimension which encompasses relationships (5,6, 7) is social well-being (SOWB).

SOWB is defined by focusing on interpersonal relationships within the organization (3). It contains various elements that together indicate whether people have an acceptable function in their social life such as a neighbor, a colleague or a citizen and to what extent (8). This concept refers to the quality of one's interaction with social environment (9) and considers social cohesion, social acceptance, social participation, social prosperity, and social cohesion as indicators of SOWB(10). Since SOWB would be developed in social and interpersonal contexts, it seems that situational factors can also influence the experience of SOWB, more than individual aspects of subjective well-being. Therefore, determinants of SOWB in workplace and their structural relationships could be identified based on the interactive person-situation model (11).

According to this model, personality traits and environmental factors are both involved in generating behavior. Moreover, personality traits can determine and influence social situations. This interaction could take place in three ways: selection, evocation, and manipulation. In other words, people with specific traits 'select' specific communication situations in accordance with their traits. People's traits also evoke specific reactions in others. Also, some personality traits lead to environment and individual manipulation, in order to achieve desired goals(11).

Based on this model, it could be hypothesized that situation and personality interact with each other to create social challenges. Since SOWB dimensions are developed in social challenges(12) and one's state in these challenges determines his/her SOWB level, it could be expected that personality traits and organizational situational factors interact in creating SOWB in workplace.

Bright-Side Personality Traits

There is a large body of research on the relationship between personality traits and psychological well-being experience (13), as well as physical health (14). These studies believe that personality traits can make people more secure or vulnerable to certain stressors(15,16). Research has also shown that personality predicts both interpersonal and well-being outputs(17,18). However, the relationship between personality traits and social dimension of well-being has been examined in a few empirical studies. For example, Wilt, Cox & McAdams(19), Joshanloo & Nosratabadi (20), and Hill, Turiano, Mroczek & Roberts(21) studies indicated that extraversion, agreeableness,

emotional stability, openness to experience and conscientiousness are positively correlated with SOWB.

However, the role of bright-side personality in predicting social workplace well-being has not been investigated in any research.

As it was noted, person-situation interaction model argues that other than direct impact on behaviour, traits play an important role in creating social situations and influencing behaviours, as well as well-being (22), through manipulation strategies which anyone could employ(11). In other words, the kind of strategies that people use for manipulating situation and others can mediate the effects of bright personality traits and SOWB in workplace. These strategies, conceptualized as social influence strategies (23), refer to methods that people deliberately employ in order to achieve their goals.

On the other hand, based on social exchange theory assumptions, relationships are established and sustained through continuous exchange of rewards and imposition of costs between people (24). Thus, the way people trying to influence others and manipulate them has a vital role in maintaining and improving relationships.

In regard to social influence strategies as manipulation behaviours, they fall into two general categories of hard and soft influence strategies (25). Soft strategies include reasoning, admiring, joking, rewarding and being a part of a team, and hard strategies include threatening to punish or directly manipulate people and situations. The fundamental difference between the two groups lies in their coercion level. Hard strategies are those

that one imposes his will on others. Soft strategies, in contrast, are used to persuade others to behave in a certain way.

As it is shown in previous studies (26, 27) big five personality factors are correlated positively with soft influence tactics. Therefore, based on social exchange theory it could be hypothesized that employing soft strategies leads to better relationships and thus higher level of SOWB, because of lower costs and higher rewards in social exchanges.

Recently, maladaptive counterpart of big five personality model has been proposed and received much research attention. Dark triad personality refers to socially offensive traits that fall in the non-psychopathological domain(28). This triad involves narcissism, Machiavellianism, and subclinical psychopathy (29). As conceptualization of this triad shows, there are some kinds of social maladjustments in all three personality traits. A few studies that investigated dark triad and well-being relationships indicated the positive correlation of narcissism, as well as negative relationship of Machiavellianism and psychopathy with subjective well-being (30). The contrariwise relation patterns were found between dark triad, health and psychological problems(31).

Since all three traits encourage interpersonal manipulation, and all three refer to how these people communicate, it could be expected that dark triad personality influence social dimension of well-being in the workplace. But based on social exchange theory, these impacts occur according to the type of manipulation tactics that employee employ in social situations.

In this regard, Jonason & Webster's (32) findings showed that psychopaths tend to

use hard tactics, while narcissists employ soft tactics more frequently and Machiavellians manipulate their situation with a combination of hard and soft tactics. Similar results were found in Jonason, Slomski & Partyka's (25) study. Moreover, Craddock, VanDellen, Novak & Ranby(33) argues that positive social control strategies (without any force or pressure) increases health and well-being, but well-being would be reduced with negative social controls.

Whereas dark triad traits lead people to use different kinds of influence tactics, it seems they don't influence well-being directly and these effects occur depends on social influence tactics that anyone employs considering his/her dark traits; Such that dark triad could increase/decrease SOWB in workplace based on the kind of influence tactics that they have created. It is expected that as long as dark triad cause employing hard tactics, they would affect SOWB negatively because of high coercion levels in social influence tactics and hence disruption of cost and reward balances. On the other hand, if dark triad result in using soft tactics, they would enhance SOWB in workplace through maintaining social exchange rules such as psychological commitment, fairness of exchange, trust, and minimizing.

In general, according to social exchange theory, the effect of personality traits on SOWB is mediated by the role of hard and soft social influence strategies.

Moderating Variable: Organizational Collectivism Culture

As person-situation interaction model argues, in addition to direct effect on performance, situational factors also act as moderators of personality trait expressions

(34). Specifically, in workplace context that organizations control key implications of employees, such as income, status, and organizational identity (35), situational factors account for meaningful variance of performance. Previous studies also showed that well-being in workplace will be affected by situation even more than well-being in other areas of life (36).

Organizational culture, which has been shown predictive for many job outcomes, including organizational commitment and organizational citizenship behaviour (37), could influence staff's interpersonal communications and SOWB; in particular collectivist culture which focus on duty and loyalty to the organization, cohesion among colleagues and interdependence of counterparts. Collectivist culture also emphasizes exchange norms and to the less extent tolerates violation of social exchange. Manipulation of co-workers, self-superiority, and anti-social behaviour are treated and denounced as disloyal to the group (38). Consequently, one might expect that collectivist culture affect SOWB directly on one hand and influence the relationship between personality and SOWB on the other hand; so that a collectivist culture would facilitate the effects of vulnerabilities resulting from bright-side personality traits for promotion of one's SOWB in workplace.

Overall, based on person-situation interaction model, social exchange theory and considering the gap in studying interactive influences of personality and situation on workplace SOWB, the purpose of present study is modeling SOWB in workplace. Thus, the final question is whether the structural model of SOWB in the workplace fitness, with regard to predictive role of bright-side personality traits, dark triad personality

and organizational collectivism culture, with the mediating role of social influence strategies is achieved acceptable fit.

Figure 1 shows conceptual framework of the SOWB model.

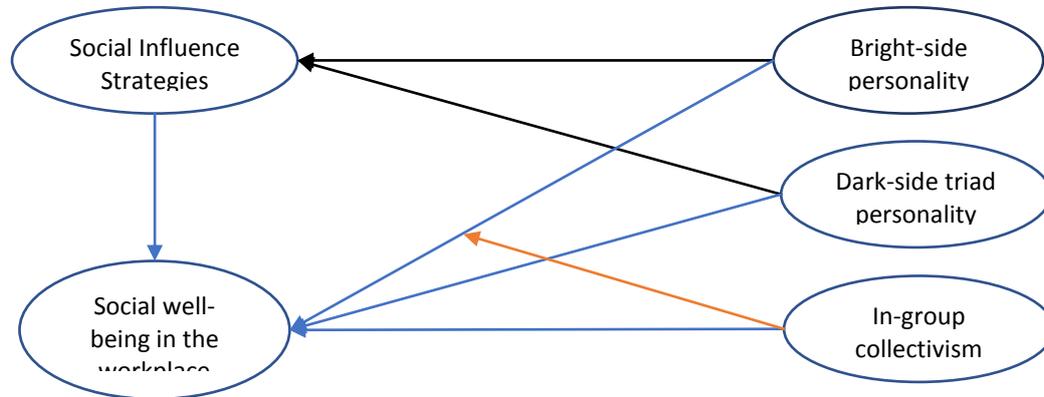


Figure1. Representation of the proposed structural model for SOWB investigated in the current study, with direct, mediated and moderated effects

Method

Since the purpose of present study is to investigate the direct and indirect effects of independent and mediator variables on dependent variable (SOWB), structural equation modelling was used to test the proposed model. SPSS-26 and SmartPLS-3 software were used for data analysis.

The statistical population consisted of the National Iranian Oil Company employees in Tehran, Iran. 300 employees were selected as samples by convenient sampling method and finally 292 completed questionnaires were collected. Age mean was 39.42 and 30-40 age range were the most frequent. The samples were 41.8% female and 53.9% male and 4.3% did not specify their gender. 23.4% were single, 70.2% were married, 2.5% were divorced and 3.9% did not specify their marital status. Education level of samples were under high-school diploma (2.1%), high-school diploma (1.1%), associate's degree (2.5%), bachelor's degree (35.8%), master's degree (45.7%), PhD (10.2%) and unspecified (2.8%).

Instruments

1. *Hogan Personality Inventory (HPI)*: The Hogan Personality Inventory was used to measure bright-side personality traits that convert the Big 5 personality traits into 7 traits. This questionnaire measures 7 subscales of adjustment, sociability, ambition, interpersonal sensitivity, prudence, intelligence, learning approach. HPI internal consistency coefficients were reported from 0.59 to 0.83. This study used the 150-item form of this inventory validated by Sheppard, Han, Colarelli, Dai & King (39).

2. *Short Dark Triad (SD3)*: short dark triad (40) contains 27 items and measures Machiavellianism, narcissism, and psychopathy. Jones & Paulhus (40) reported internal consistency of 0.70 to 0.80 and test-retest reliability 0.77 to 0.84. Discriminant validity of the questionnaire was confirmed by standard scales of dark personality traits. Construct validity was confirmed by factor analysis.

3. *The Globe collectivism questionnaire*: (41) contains 8 statements that are rated on a Likert scale from 1 to 7. The questionnaire consists of two parts,

namely organizational collectivist practice (4 items) and organizational collectivist value (4 items). Only practice part is used in the current research. Its reliability coefficient was reported to be 0.89 and its validity was confirmed in comparison to the Hofstede model (41).

4. *Social influence tactics* of Dubrin:(23) contains 16 statements that are used to measure 16 social influence tactics. Soft social influence tactics are coalition, appeal, ingratiating, exchange, and reasoning. In this classification, assertiveness is defined as a hard social influence tactic and the use of exaction, threats or intimidation to gain one's agreement on a request, Except for the exchange scale which was excluded from the model due to lack of validity.

5. *Keyes social well-being questionnaire*:(10) contains 5 subscales and 15 items. Each scale contains 3 items that are rated on a 7-point scale. Reliability coefficients calculated for social integration was 0.91, 0.83 for social acceptance, 0.63 for social cohesion, 0.64 for social prosperity and 0.57 for social participation. Moreover, factor structure of this questionnaire has been confirmed in Iranian students (42). In order to assessing SOWB in workplace, "society" term was replaced by "organization". Validity and reliability of the scales in this study were acceptable. The coefficients of construct validity, convergent validity, discriminant validity and composite reliability of the scales are presented in Tables 1 and 2.

Results

Current model is a hierarchical latent variable model that consist of 4 second-order formative factors (i.e. dark dyad of personality, bright side of personality, soft social influence tactics and SOWB in workplace) and 21 first-order reflective factors (7 factors for bright side personality, 2 for dark side of personality, 4 for soft social influence tactic, 5 for SOWB, also collectivism culture, psychopathy and hard social influence tactics). The structural model is presented in Figure 2.

As there are higher order formative factors in model, the measurement factor validation should be conducted with repeated indicator approach and then casual model would be analyzed using latent variable scores.

Validating the first-order measurement models

The validity of the first-order measurement model was assessed by investigating convergent and discriminant validity and reliability of reflective factors. The construct validity was assessed through pattern matrix of item loadings. Nonsignificant loadings as well as low ones were dropped from model in order to reach loadings that are significant and above 0.40 which is acceptable threshold for sample size greater than 200 (43). For investigating the convergent and discriminant validity, the AVE (average variance extracted), CR (composite reliability) and correlations between all first-order factors were examined. AVE and CR are presented in Table 1.

Table1. Descriptive statistics, convergent validity and reliability of first-order variables

	M	SD	AVE	CR
Machiavellianism	30.13	4.93	0.51	0.81
Narcissism	28.87	4.85	0.56	0.84
Psychopathy	20.08	5.00	0.52	0.87
Adjustment	14.60	4.03	0.46	0.71
Ambition	11.86	3.86	0.52	0.81
Sociability	12.28	3.44	0.49	0.74
Likability	13.79	3.32	0.54	0.85
Intellectance	13.06	3.96	0.60	0.82
learning approach	11.21	3.48	0.51	0.75
Prudence	6.86	2.20	0.54	0.82
collectivist culture	8.01	3.17	0.67	0.86
Coalition	9.63	2.05	0.50	0.75
Appeal	9.02	2.74	0.67	0.86
Ingratiation	9.88	2.11	0.60	0.82
Reasoning	12.17	1.71	0.60	0.82
Assertiveness	7.32	2.46	0.64	0.84
Integration	22.71	5.071	0.54	0.85
Acceptance	20.37	4.998	0.50	0.83
Contribution	20.65	3.856	0.50	0.80
Actualization	19.41	5.564	0.52	0.87
Coherence	19.25	4.059	0.53	0.82

As it is shown in Table 1 all factors met the 0.5 threshold except for adjustment and sociability that are two bright-side personality dimensions and their corresponding AVE is above 0.4. It might be because of cultural issues that could happen when a questionnaire performs in a country for the first time. As the bright side of personality inventory has been performed in Iran for the first time and undoubtedly needs some cultural modification, the lower validity is expected. But based on Fornell and Larcker (44) as CR values meet the threshold, all AVEs are acceptable.

To establish discriminant validity, the Fornell and Larcker (44) criterion was used. This criterion states that the square root of the AVE should be more than any

correlation with another factor. All our first-order factors achieved this criterion, except for likeability, social integration and social acceptance. In addition, all first-order factors met the criterion for CR value ($CR > 0.7$). Overall results suggest good validity and reliability for first-order measurement factors.

Validating the Second-order Measurement Model

The structural model has 4 formative second-order factor. To establish convergent validity the significance of the indicators (in this research first-order factors) was assessed. This significance included the effects from the first- to second-order factors. Table 2. includes estimates from a bootstrap analysis (with 1000 samples).

Table2. First-order to second-order variables effects

	Original Sample β	Sample Mean β	STDEV	T Statistics
Machiavellianism-> DarkDyad	0.56	0.557	0.03	18.941***
Narcissism -> DarkDyad	0.578	0.58	0.028	20.862***
Adjustment -> BrightSide	0.15	0.15	0.011	13.364***
Ambition -> BrightSide	0.239	0.239	0.013	18.53***
Sociability -> BrightSide	0.111	0.111	0.012	9.267***
Likability -> BrightSide	0.293	0.291	0.013	22.187***
Intellectance -> BrightSide	0.127	0.127	0.014	9.124***
Learning approach -> BrightSide	0.133	0.132	0.01	12.659***
Prudence -> BrightSide	0.196	0.194	0.014	14.408***
Coalition -> SoftTactic	0.289	0.289	0.021	13.501***
Appeal -> SoftTactic	0.361	0.358	0.024	14.83***
Ingratiation -> SoftTactic	0.303	0.303	0.022	14.004***
Reasoning -> SoftTactic	0.231	0.23	0.021	10.98***
Integration -> SOWB	0.244	0.243	0.015	15.812***
Acceptance -> SOWB	0.262	0.261	0.012	21.823***
Contribution -> SOWB	0.194	0.194	0.012	15.715***
Actualization -> SOWB	0.287	0.287	0.017	16.81***
Coherence -> SOWB	0.179	0.179	0.013	14.236***

Note: *** p<0.001

As it is shown in Table 2, all beta statistics were large and all p-values were below 0.001. These results indicate construct validity for the formative factor of dark dyad of personality, bright side of personality, soft social influence tactics and SOWB in workplace.

To establish convergent and discriminant validity, a correlation matrix using latent variable scores (which account for weights in the calculation) was produced. In Table 3, the gray cells show the correlations between factors at the same level.

Table3 Correlations between first-order factors and their associated second-order factors

First-order factor	dark dyad	Bright side	Soft tactics	well-being
Machiavellianism	0.83**	0.25**	0.62**	0.25**
Narcissism	0.84**	0.33**	0.49**	0.34**
Adjustment	0.16**	0.75**	0.16**	0.46**
Ambition	0.35**	0.84**	0.26**	0.52**
Sociability	0.41**	0.60**	0.34**	0.32**
Likability	0.28**	0.89**	0.26**	0.51**
Intellectance	0.23**	0.71**	0.10	0.29**
learning approach	0.36**	0.72**	0.28**	0.43**
Prudence	0.24**	0.85**	0.17**	0.46**
Coalition	0.50**	0.26**	0.81**	0.27**

Appeal	0.48**	0.18**	0.78**	0.31**
Ingratiation	0.55**	0.20**	0.78**	0.26**
Reasoning	0.44**	0.24**	0.64**	0.28**
Integration	0.41**	0.46**	0.39**	0.87**
Acceptance	0.30**	0.39**	0.33**	0.90**
Contribution	0.28**	0.62**	0.21**	0.81**
Actualization	0.28**	0.44**	0.30**	0.89**
Coherence	0.25**	0.56**	0.29**	0.69**

Note: **P<0.01

As shown in table 3., the correlation between all first-order factors and their correspondence second-order factor have exceeded the correlation of them with other second-order factors. Results also show that all the dark dyad indicators, bright side of personality, soft social influence tactics and SOWB in workplace are significantly correlated with other indicators of the same second-order factors. These correlations were all significant and, thus convergent validity of second-order factors is confirmed. Therefore, all factors meet criteria for convergent and discriminant validity of second-order formative measurement model.

Finally, discriminant validity of causally linked factors at the highest levels was confirmed using the Heterotrait-Monotrait Ratio. To pass this test, the HTMT ratio must be less than 1.00. Results showed that all HTMT ratios were below the 1.00 threshold.

Testing the structural model Goodness of Fit

Consistent PLS Bootstrapping was conducted for assessing the significance of hypothesized effects in 0.95 confidence level. Direct and indirect effects were assessed and the results are shown in Table 4.

Table4. Direct and indirect coefficients of casual model

Relationships		Original	Sample	STDEV	T
		Sample	Mean		
H1	□ Bright-side -> SOWB	0.469	0.469	0.04	11.65**
H2	□ Bright personality -> soft tactics -> social wellbeing	0.014	0.014	0.009	1.515
H2-1	□ Bright personality -> soft tactics	0.103	0.101	0.053	1.957*
H3	□ Dark-side (MCVL, NARC) -> ST -> SOWB	0.078	0.077	0.032	2.481**
H3-1	□ Dark-side (MCVL, NARC) -> ST	0.563	0.563	0.056	10.117**
H3-2	□ Psychopathy -> ST	0.046	0.046	0.058	0.8
H3-3	□ Soft tactics -> SOWB	0.139	0.137	0.053	2.613**
H4	□ Psychopathy -> hard tactics -> SOWB	-0.046	-0.046	0.025	1.873*
H4-1	□ psychopathy -> hard tactics	0.556	0.552	0.051	10.875**
H4-2	□ Dark-side (MCVL, NARC) -> hard tactics	0.063	0.063	0.053	1.196
H4-3	□ Hard tactics -> SOWB	-0.083	-0.083	0.042	1.961*
H5	□ Collectivism culture -> SOWB	0.109	0.109	0.047	2.301*
H6	□ Bright-side*Culture -> SOWB	0.346	0.346	0.035	9.76**

Note: *P<0.05, **P<0.01

As for direct effects, Bright-side personality (H1) and collectivism culture effects (H5) on SOWB were significant. These results indicate that bright-side personality trait and collectivist cultures would enhance employee's SOWB.

Analysis didn't confirm the significance of indirect bright personality effects on SOWB through soft tactics (H2), thus social influences don't mediate the influence of bright personality on SOWB. Although two other indirect effects, i.e. H3 and H4 were significant as were hypothesized. It could be concluded that soft and hard social influence tactics fully mediate the relationship of dark personality factors with SOWB. In the other words, narcissism and machiavellianism increase SOWB through soft tactics and psychopathy decrease employee's SOWB via hard tactics. However, psychopathy effects on soft tactics, and dark dyad (narcissism and

machiavellianism) effects on hard tactics were nonsignificant which make their indirect paths to SOWB nonsignificant as well.

In addition, moderating effect of collectivism culture in the relationship of bright side of personality and SOWB in workplace (H6) was confirmed. This significant moderating effect shows that collectivism culture strength positive effects of bright personality on SOWB.

Figure3 shows the analyzed model. For examining the structural model goodness of fit, SRMR and NFI values were assessed. The SRMR=0.036 (<0.08) and NFI=0.959 (>0.9) indicates the goodness of fit for SOWB casual mediated-moderated model. The total variance explained (shown in the center of endogenous variables) was sufficient: R² = 52% for SOWB in workplace, R² = 37% for soft social influence tactic, and R² = 31% for hard social influence tactics.

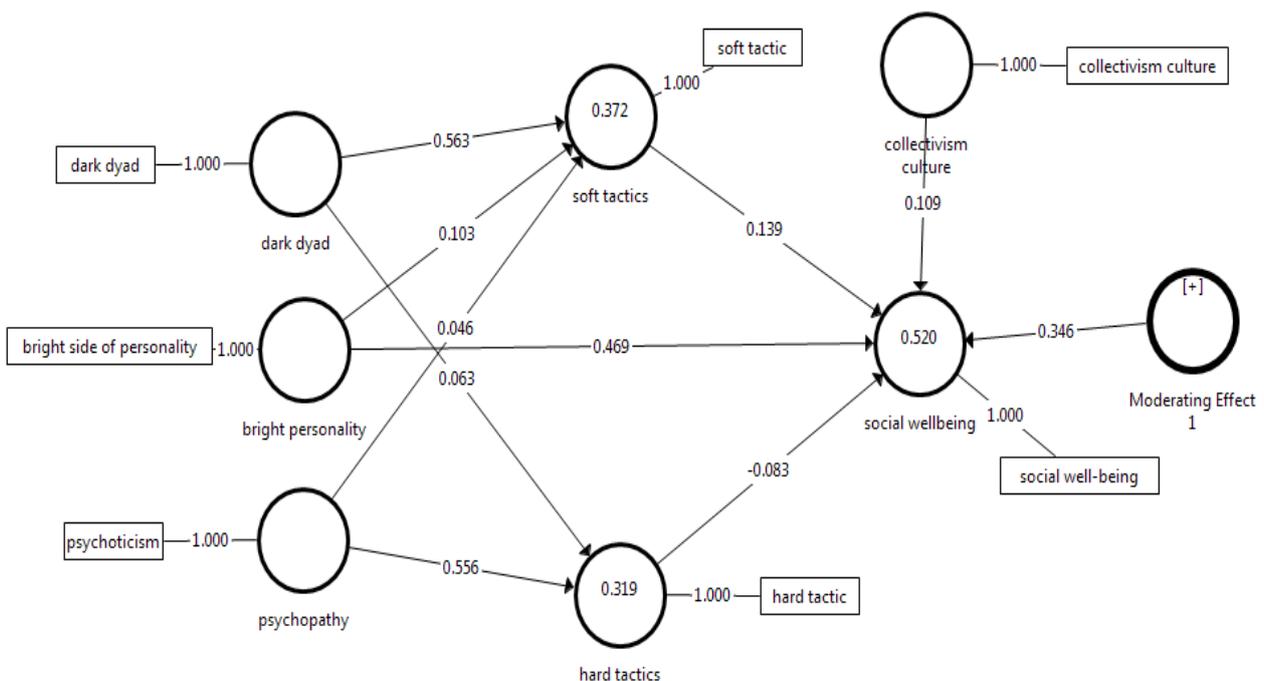


Figure3. Final mediated-moderated casual model of SOWB using Latent Variable Scores

Discussion

Research findings indicate that in line with person-situation interaction model (11), personality structure and situational components of organizational culture are significant determinants of SOWB in workplace. In the first step findings show that considering the full image of personality, namely, incorporating dark-side and bright-side aspects simultaneously, enhances the predictive power of SOWB and, to a greater extent, employee well-being.

Findings also indicate the direct effect of bright-side personality in line with Wilt, Cox & McAdams (19), Joshanloo & Nosratabadi (20) and Hill, Turiano, Mroczek & Roberts (21). It seems that bright-side personality traits promote SOWB by the genetic vulnerability to experience more positive emotions (13, 45, 46) as well as through the impact they have on selection and evocation of more favourable social situations (11). However, results show that social influence strategies do not mediate the effect of bright-side personality on SOWB, and this set of traits effects on well-being occurs directly. Indeed, they do not determine strategies for manipulating situations or people. The results are different from Buss (26), probably due to different research areas, since Buss (26) did not perform his study in the workplace and explored public manipulation strategies in the context of close relationships and relationships between couples. The differences between the two studies indicate that the effect of bright-side personality on social influence strategies is probably eliminated by numerous situational variables in the workplace (such as performance appraisal, job security, organizational rules, and policies). In other words, in the context of workplace situational influences overcome personality influences. In addition, Buss does not measure the overall effect of personality structure as an integrated factor and examines the relationship between individual traits and social influence tactics separately.

In general, it can be stated that personality structure, as representative of one's tendency to behave, think, and feel in a particular way in different situations, in addition to genetically immunizing against experience of negative emotions and their influences, directly affects SOWB in the workplace by selecting and evocating favourable social situations. However, in the case of manipulation, which is a more explicit and objective form of person-situation interaction in the workplace, situational factors prevail over personality and castrate traits influences. Instead, manipulation strategies, completely mediate the effects of dark-side personality on SOWB. In fact, the influence of machiavellianism, narcissism, and psychopathy on SOWB in the workplace is completely due to the effect of these traits on manipulation practices. In other words, these manipulation strategies are critical determinants of whether a person experiences high SOWB in the workplace.

Although employing soft social influence tactics is influenced by two traits of machiavellianism and narcissism, hard social influence tactics are determined by psychopathy. Therefore, machiavellianism and narcissism indirectly increase SOWB, while psychopathy indirectly decreases SOWB in the workplace. In other words, although Machiavellianism and narcissism are socially disturbing traits (29) and lead to exploitation of others for personal gain, according to findings of this study, it seems that people with high levels of these traits are able to realize their goals in organizations using smart use of social influence strategies without compromising social exchange rules. The mediating role of social influence strategies in the relationship between dark personality traits and work behaviours can justify different and sometimes conflicting results of previous studies.

The positive effects of machiavellianism and narcissism on soft social influence is consistent with previous studies (47,48), but the absence of a relationship between them

and hard strategies is unique to the present study. It seems that those who possess these traits are accepted into work groups through the use of low-cost influence strategies and experience good quality in interpersonal relationships. Also, these people use various strategies to influence others in order to avoid disclosing their primary purpose (32). Because of their high self-control in order to maintain their good reputation and their power, they show high flexibility in choosing influence tactics, and because they abhorrence being hated, they avoid using hard strategies as much as possible. As Allen (47) also points out, hard strategy employment by Machiavellians, occurs after the failure of many soft strategies. It seems that Machiavellian and narcissistic employees have found that a set of soft social influence tactics are the best methods to influence in organizations context and thus, despite having socially disturbing characteristics, they have been accepted through their soft strategies in the work groups and organizations.

However, psychopathy reduces SOWB in the workplace because of its impact on social influence strategies. Psychopaths do not respect others rights, do not care about deadlines and carrying out their responsibilities. Also, they engage in more violent, anti-reproductive, and dangerous behaviours than Machiavellian and narcissist people(49). Also, social norms and loyalty to contrasting norms are not important for them. As Forsyth, Banks, and McDaniel study(38) shows, psychopathy increases counterproductive behaviours and decrease job performance. Taken together, their dominant strategy for influencing others decreases their SOWB in the workplace by breaking unwritten rules of social exchange.

On the other hand, the role of organizational collectivist culture in SOWB enhancement, as well as its moderating role in the relationship between bright-side personality and SOWB was confirmed. As collectivist culture

emphasizes the coherence and interdependence among colleagues (41), therefore not only increases organizational commitment and organizational citizenship behaviour levels (37), but also can promote acceptance, integration, contribution, actualization and social cohesion in the workplace. In other words, when the collectivist culture flows into an organization and group interests are preferred over individual interests, prejudices, conflicts and interpersonal tensions caused by stressful competition are reduced and as a result SOWB will be promoted. These findings are consistent with Taras, Kirkman & Steel (37) and Marchand, Haines & Dextras-Gauthier (50) studies that indicated relationship of collectivism culture with well-being and organizational outputs which facilitate SOWB. Furthermore, positive effect of bright-side personality traits on SOWB is strengthened in collectivist culture and weakened in individualistic culture. By creating a competitive environment, individualistic culture prepares the ground for growing interpersonal tension and conflict, and interferes with evocation and selection of desirable interpersonal situations by personality traits.

Finally, it seems that employee well-being is influenced by situational factors more than well-being in other areas of life. The power of situation in industrial-organizational environments can overcome and even eliminate individual variables such as personality vulnerabilities. This highlights importance of organizational interventions to promote employee well-being and health. Although well-being is largely influenced by stable personality factors, the presence of situational factors such as favourable organizational culture can control this effect. For this reason, mere attention to personality traits in the process of recruitment is not sufficient to increase well-being levels and organizational interventions which prepare the appropriate cultural context for development

of SOWB and employee health is particularly important. Failure to adhere to organizational policies, strategies, cultures, and practices, and refining them to create a healthy organization, eliminate the benefits of recruitment efforts in order to select healthy employees. These point simply the need for concurrent attention to selection and development of human resources process in order to implement organizational health.

Current research is conducted in a public company and results may be generalized cautiously to private companies. In addition, because of lengthy questionnaire there is a possibility that fatigue has influenced responses precision. Investigating SOWB in workplace model with instruments other than self-report questionnaires, as well as designing and evaluating organizational interventions in order to enhancing SOWB is suggested for future research.

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