Examining the Impact of Supervisors' Dark Tetrad Traits on Employees' Commitment and Trust Behaviors: The Moderating Effect of Bottom-Line Mentality in Selected Banks in Takoradi, Ghana

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Abstract
Purpose

This study investigates the impact of supervisors' Dark Tetrad traits on employee commitment and trust within Ghanaian banks in Takoradi. Specifically, it explores how a "bottom-line mentality" might moderate this relationship

Methodology

A study investigated employee satisfaction within three Takoradi Metropolis banks. Using a simple random sample of 65 banking employees, researchers collected data through physical and online questionnaires. Results were analyzed using SPSS and ranked via the Relative Significance Index (RSI).

Findings

The study found that supervisors showed Dark Tetrad traits such as seeking attention, favors, admiration, and manipulating employees. Despite this, employees remained committed, trusted management decisions, and felt obligated to stay. However, supervisors prioritized profits and targets over employee well-being.

Originality

Supervisors in the study exhibited Dark Tetrad traits, such as manipulation and a craving for attention. Despite this, employees retained significant trust in management and displayed strong organizational commitment and loyalty. However, the supervisors prioritized profit and performance metrics over employee well-being.

Keywords; Dark Tetrads, Narcissism, Psychopathy, Machiavellianism, Sadism, Employee.

INTRODUCTION

Background of Study

This background section provides the framework for examining the effects of dark personality traits within organizational management. Conventional human resource management emphasizes positive leadership behaviors and strategies, such as job satisfaction and employee empowerment, to improve organizational performance. Nevertheless, recent studies underscore the harmful effects of negative personality traits, particularly those represented by the Dark Tetrad (narcissism, psychopathy, Machiavellianism, and sadism). When these traits are displayed by supervisors, they adversely impact employee attitudes, trust, and commitment. The extent of these negative effects is likely influenced by contextual elements, such as a strong focus on financial performance objectives (bottom-line mentality).

The relationship between dark traits and organizational priorities is essential for comprehending and alleviating the adverse impacts on employee well-being and organizational efficiency.

Problem Statement

This study examines the connection between supervisors' financial objectives, bottom-line mentality, dark tetrad traits, and the commitment and trust of employees within the context of banks in Takoradi, Ghana. The research posits that although a concentration on bottom-line objectives can incentivize employees, the supervisors' *dark tetrad traits* (which include personality characteristics such as narcissism, Machiavellianism, psychopathy, and sadism) have a considerable impact on how employees perceive and respond to the pressure to meet these objectives. Supervisory focus on bottom-line results can bolster employee trust and commitment *if* the supervisor is devoid of dark tetrad traits. Conversely, a supervisor exhibiting pronounced dark tetrad traits alongside a bottom-line mentality is more inclined to favor personal achievement over team success, which can obstruct collaboration and incite conflict through behaviors such as undermining employee contributions and withholding vital information. This scenario may result in diminished employee trust and commitment. Previous studies have not sufficiently addressed this interplay between dark tetrad traits, bottom-line mentality, employee trust, and commitment. This research seeks to bridge this gap by examining the moderating role of supervisors' bottom-line mentality on the relationship between their dark tetrad traits and employee outcomes (trust and commitment) in selected banks in Ghana.

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Research Objectives

The primary aim of this study is to explore how the dark tetrad traits of supervisors impact employees' commitment and trust behaviors:

Specific Objectives

The specific aims of the study are as follows;

1. To assess employees' perceptions of their supervisors' dark tetrad traits in selected banks within the Takoradi Metropolis.
2. To analyze the effect of supervisors' dark tetrad traits on employees' commitment in selected banks within the Takoradi Metropolis.
3. To identify the moderating role of supervisors' bottom-line mentality in the relationship between dark tetrad traits and employee commitment in selected banks within the Takoradi Metropolis.

4. To investigate the impact of employee trust on commitment in selected banks within the Takoradi Metropolis.

Research Questions

1. What are the perceptions of employees regarding the dark tetrad traits of their supervisors in certain Banks located in the Takoradi Metropolis?
2. How do the dark tetrad traits of supervisors influence the commitment of employees in specific Banks within the Takoradi Metropolis?
3. What is the significance of supervisors' bottom-line mentality in moderating the relationship between dark tetrad traits and employee commitment in selected Banks in the Takoradi Metropolis?
4. To what degree does the trust of employees impact their commitment to certain Banks in the Takoradi Metropolis?

Research scope

This study includes the Heads of Departments and employees from certain selected Banks in the Takoradi Metropolis. The Banks were selected based on their availability, proximity, and the ease of obtaining information from the institution and its employees. The scope of this study could have been expanded to encompass a variety of financial and insurance institutions in the Western Region of Ghana. As this research was carried out in private institutions, it could be extended to public organizations or other non-financial institutions in subsequent studies. However, due to limited time and financial resources, the researcher was confined to three selected Banks in the Takoradi Metropolis.

Research Limitations

Almost every research project inevitably faces certain fundamental limitations, and this study was no exception. While collecting data, the researcher encountered several issues. Some of these were personal challenges, including stress and time constraints, which led to delays in information gathering. Financial limitations also significantly hindered the research work. Moreover, during the data collection, staff were reluctant to take part in the survey, making the process difficult and time-consuming.

LITERATURE REVIEW

Dark Tetrads

The dark tetrad is a concept that refers to a group of four distinct traits. This group consists of Narcissism, Machiavellianism, Psychopathy, and Sadism. Each of these

traits is associated with varying degrees of general empathy (Wai & Tiliopoulos, 2012). Despite sharing certain similarities and differences, these dark personality traits are viewed as conceptually independent (Chabrol et al., 2009).

Components of Dark Tetrad

1. Narcissism

Narcissists are typically characterized by optimism and self-centeredness. Strong narcissistic traits include callous manipulation, a need for attention, grandiosity, egotism, risk-taking, overconfidence, unrealistic optimism, impulsivity, and a sense of entitlement (Chabrol et al., 2009; Souza et al., 2015; Jones, 2013; Paulhus et al., 2014; Southard et al., 2015).

2. Psychopathy

Psychopathy is defined by psychologists as a specific set of antisocial behaviors and emotional characteristics, which include shallow affect, low levels of remorse, minimal fear, low empathy, egocentrism, exploitative behavior, manipulativeness, impulsivity, aggression, and tendencies toward criminality (Johnson et al., 2012; Wu and Lebreton, 2011; Lee et al., 2013).

3. Machiavellianism

The third aspect of the Dark Tetrad is Machiavellianism. This particular trait draws inspiration from the works of Niccolo Machiavelli, a political theorist from the 16th century in Italy, who articulated tactics that a new prince might adopt to gain and uphold political power (Lee et al., 2013). According to Wilson et al. (1996), Machiavellianism is described as "a method of social interaction that involves the manipulation of others for personal advantage, often contrary to the self-interest of others." Those who are Machiavellian typically disregard conventional moral standards.

4. Sadism

Sadism is the concluding trait in the Dark Tetrad and has been primarily examined on a clinical basis. It has only been recently that psychologists have validated a subclinical variant of sadism known as "everyday sadism" (Buckels et al., 2012).

Employee Trust

According to Fukuyama (2000), trust is an expectation that arises in societies where members uphold shared norms, behaviors, honesty, and cooperation. Yılmaz and Kabadayı (2000) define trust as the belief in the altruism of the other party, a willingness to take risks, and a certain level of

dependency. Dyer and Chu (2000) interpret trust as one party's assurance that the other party in the exchange relationship will not take advantage of its vulnerabilities.

1. Interpersonal Trust

Mcknignt, Choudbury, and Kacmar (2002) characterize interpersonal trust as one party's readiness to rely on the other party with a sense of relative security, despite the potential for negative outcomes. This implies that interpersonal trust involves placing oneself at the mercy of another. Six (2007) describes interpersonal trust as a psychological condition that includes the intention to accept vulnerability to another party's actions, based on the expectation that the other will undertake a specific action that is significant to you.

2. Distrust

When an individual does not believe that another person intends to act in their best interest regarding a specific issue, they experience a lack of trust towards that individual. Distrust begins when they suspect that the other party will not act in their best interest. By placing trust in someone else, we expose ourselves to the risk of betrayal.

3. Decline and Repair of Trust

Trust requires time and numerous exchange interactions to develop to higher levels, while its decline can occur rapidly. When a party in a trusting relationship perceives a breach of trust, the individual evaluates the situation on both cognitive and emotional levels, which may alter their trust beliefs. The resulting state will depend on the initial level of trust and the severity of the trust violation (Lewicki & Bunker, 1996).

Employee Commitment
According to Morgan and Hunt (1994), commitment is linked to trust and is described as a partnership that believes an enduring relationship with another is so vital that it requires maximum effort to uphold.

On the other hand, the idea of commitment unrealistically assumes that the organization is made up of individuals with aligned interests (Armstrong 2000).

Dimensions of Organisational Commitment

There are primarily three recognized types of organizational commitment in the literature: affective commitment, continuance commitment, and normative commitment (Mayer & Schoorman, 1992).

This follows the earlier contributions of Meyer and Allen (1991), who introduced one of the most scrutinized models

of organizational commitment, known as the three-component model.

1. Affective Commitment

The phrase affective commitment refers to an emotional orientation towards an organization (Meyer, Allen & Smith, 1993). Affective Commitment encompasses the emotional bond, identification, and engagement that an employee experiences with the organization and its objectives (Meyer et al., 2015).

2. Continuance Commitment

Continuance commitment refers to the awareness of the financial implications of leaving the organization. Organizations that have employees with high levels of continuance commitment are successful in retaining their staff because these employees feel the need to remain until they can find a more suitable position elsewhere. Meyer & Allen (1997) assert that this type of commitment, which is based on the costs associated with leaving the organization, is more strategic and focused on the individual's need to continue their employment with the organization.

3. Normative commitment

According to Bolon (1993), normative commitment refers to the commitment a person believes that they have for the organization or their feeling of obligation to their workplace. Normative commitment, on the other hand, describes the commitment toward the worth and objectives of the organization and is a feeling of obligation as reflected in the sentence "I'm working here because they employed me when I needed a job; I'm in debt (Stup, 2005).

Bottom-Line Mentality
The bottom-line mentality is still regarded as trendy, and there is a demand to further explore it in diverse organizational frameworks. While it is commonly associated with financial success and profits, it is typically defined as anything that 'is worthy of attention while all other aspects are ignored' (Wolfe, 1988).

METHODOLOGY
Research Design
Research designs encompass the different types of inquiry found in qualitative, quantitative, and mixed methods approaches, which provide clear direction for the procedures of a research study (Denzin & Lincoln, 2011). These designs can be classified as quantitative, qualitative, or mixed. The

researcher selected a mixed method research design for this study.

Research Population
The research focused on employees from three chosen private banks located in the Takoradi Metropolis, with a total population of two hundred (200) designated for the study.

Sample Size
The sample size is defined as a specific group of elements selected from the overall population. It represents the number of individuals chosen from a population for the purpose of study. In this research, the sample size consists of 65 respondents.

Sampling Technique
We employed a straightforward random sampling method. This allowed each case within the population to possess an equal chance of being included in the sample. Additionally, this technique was appropriate as it eliminated the necessity for researchers to interact with respondents in person.

Description of Research Instrument
A questionnaire serves as a tool for data collection, comprising a sequence of questions and additional prompts designed to obtain information from respondents (Roopa & Rani, 2012). A questionnaire is utilized.

Method of Data Collection
A questionnaire functions as an instrument for collecting data, consisting of a series of inquiries and other prompts aimed at gathering information from respondents (Roopa & Rani, 2012). A questionnaire is employed.

Method of Data Analysis
Initially, the received questionnaires were examined for completeness. We the researchers then proceeded to code the respective responses in accordance with the research questions, employing the Statistical Package for Social Sciences (SPSS) to generate the necessary output based on the adopted Likert scale. The analysis performed was quantitative in nature. The Relative Significance Index (RSI) was utilized in the study to facilitate data analysis and ranking. Data presentation was achieved through frequency distributions and tables.

DATA ANALYSIS AND PRESENTATION
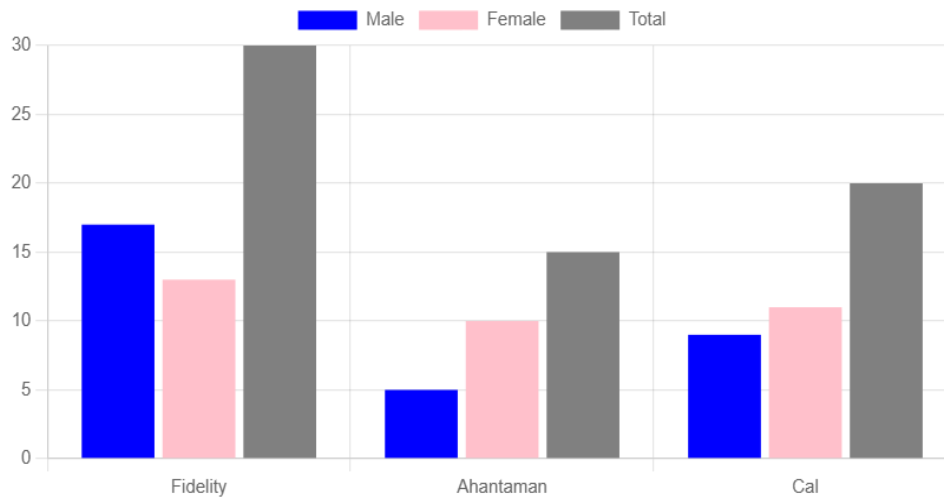
Response Rate of Banks

Figure 1 Response Rate of Banks

Source: Field Survey, 2022

The study involved a total of sixty-five participants drawn from the staff of Cal Bank, Fidelity Bank, and Ahantaman Rural Bank, all of whom had a solid understanding of the bottom-line mentality within the banking industry and the influence of supervisors' Dark Tetrad traits on their employees. This resulted in a 100% response rate. Fidelity Bank yielded the most responses, followed by Cal Bank and Ahantaman Rural Bank. Such a high response rate was regarded as excellent for fulfilling the study's objectives. Additionally, this response rate is in line with the findings of Mugenda and Mugenda (2003), which indicate a remarkable response rate of 70% or higher.

Demographical Data

This segment of the chapter described the demographic features of the respondents. This encompasses gender, age, educational qualifications, and years of experience.

1. Gender

The findings presented in this section depict the gender distribution of the respondents who participated in the questionnaires provided by the researcher. This was conducted to determine the count of male and female participants involved in responding to the questionnaires.
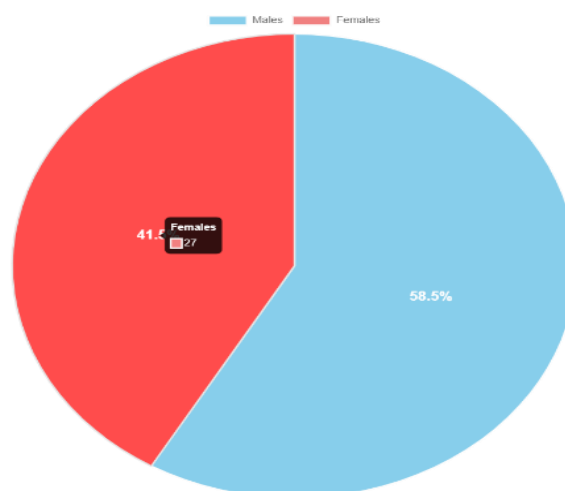

Figure 2 Gender of the respondents

Source: Field Survey

This pie chart showcases the gender distribution of the respondents. It was clear from the selected individuals that 58.5% were male and 41.5% were female. This demonstrates the fair nature of distributing the questionnaires among the genders. This is significant for the study as it offers a nearly balanced representation of both genders in expressing their opinions on the relevant subject matter.

1. Educational Level of Respondents

Figure 3. Provides a detailed analysis of the educational attainment of the respondents. The table below indicates that the respondents are well-educated, demonstrating a clear understanding of the study's questions and offering satisfactory responses.
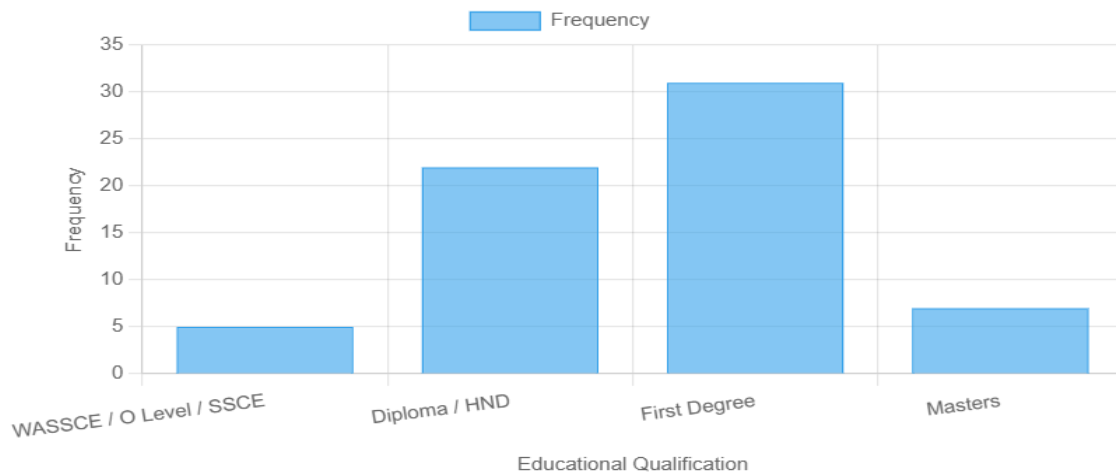

Figure 3 Educational Qualification

(Source: Field Survey 2022)
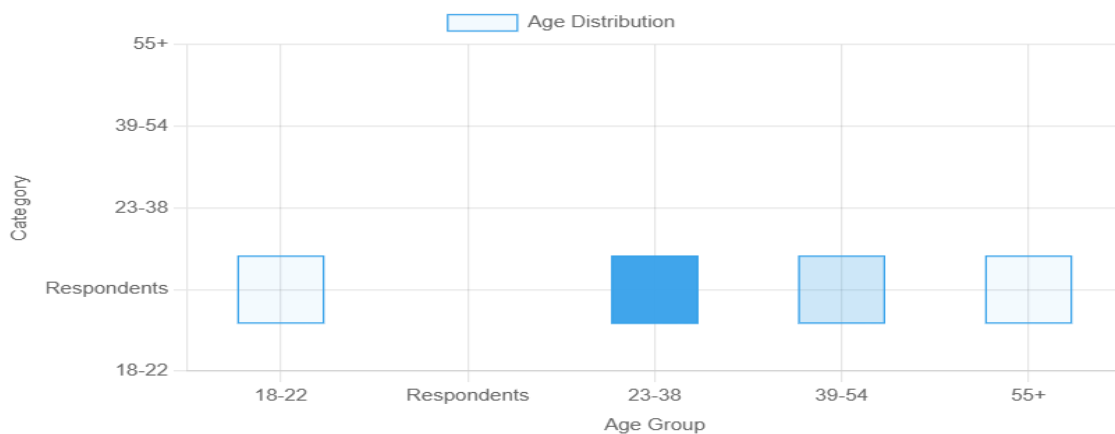
2. Ages of Respondents

Figure 4 Age distribution of Respondents

(Source: Field Survey 2024)

Figure 4 illustrates that 3 respondents fell within the age range of '18-22', accounting for 3%. Additionally, 47 respondents were aged '23-38', representing 72.3%. Furthermore, 12 respondents were in the age group of '39-54', which corresponds to 18.5%, and finally, 3 respondents were aged '50+' also representing 3%.

3. Respondents' Years of Experience

The outcomes revealed the duration of work experience among the respondents who filled out the distributed questionnaires.
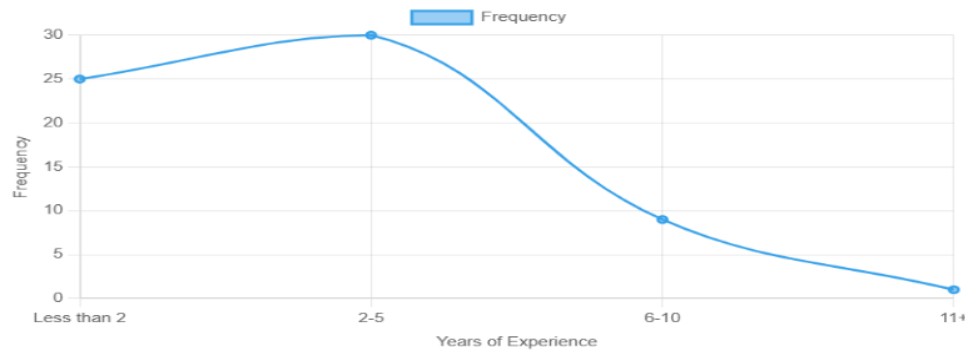
Figure 5 Years of Experience (Source: Field Survey 2022)

Source: Field Survey, 2024

Figure 5 provides an overview of the working experience of the respondents, indicating that only one respondent had over 11 years of experience, which is 1.5%. Nine respondents had experience ranging from 6 to 10 years, representing 13.8%, while the majority, at 46.2%, had 2 to 5 years of experience. Those with less than two years of experience made up 38.5%, suggesting that the respondents had a fair distribution of working experience to support the study with relevant data.

Relative Significance Rankings (Rsi)

To effectively understand the four objectives of this study, respondents were asked to indicate their level of agreement or disagreement with various statements concerning the dark tetrad traits of supervisors, employee commitment and trust, as well as the Bottom-line mentality and its outcomes in the selected Banking institutions. A seven-point Likert-type scale was used to measure responses to the description of maintenance practices. The Likert-type scale was defined as follows: 'Strongly disagree' [SD], 'Disagree' [D], 'Somehow disagree' [SM/D], 'Neutral' [N], 'Somewhat Agree' [SM/A], 'Agree' [A], and 'Strongly Agree' [SA]. The results for each objective of the study are represented in the questionnaire items and are illustrated in a table with the RSI rankings.

Employee's Perception of Dark Tetrad traits of their supervisors

Table 1 Employee perception of dark tetrad traits of their supervisors

No.	Responses	RSI	Ranking
1	My supervisor wishes for others to look up to him/her.	0.505	3rd
2	My supervisor prefers that others focus their attention on him/her.	0.552	1st
3	My supervisor enjoys requesting special favors from others.	0.525	2nd
4	My supervisor often influences others to achieve personal objectives.	0.442	4th
5	My supervisor has been employing deception or falsehoods to achieve his objectives.	0.371	7th
6	My supervisor has been employing flattery or sweet talk to achieve my objectives.	0.400	7th
7	My supervisor generally shows a lack of concern regarding the morality of his or her decisions.	0.411	5th
8	My supervisor seeks to portray a lack of empathy and sensitivity.	0.402	6th
9	My supervisor does not express any regret.	0.393	8th
10	My supervisor often shouts at his/her team members.	0.376	9th
11	My supervisor has the ability to influence colleagues at work by instilling fear.	0.402	7th
12	My supervisor would find satisfaction in the dismissal of an employee from work.	0.352	10th

Source: Field Survey 2024

Regression Analysis

A regression analysis employing RSI values as the independent variable. I will take it for granted that we are

predicting 'Ranking' as the dependent variable. This can be computed.

Regression Analysis Results

The regression analysis conducted between the RSI (independent variable) and Ranking (dependent variable) reveals the following: • R-squared = 0.897 → This indicates that the model accounts for 89.7% of the variability observed in the ranking.

- Adjusted R-squared = 0.887 → This reflects a strong fit after considering the number of predictors involved. • F-statistic = 86.98, accompanied by a p-value of 3.00e-06 → This demonstrates that the model is statistically significant. • Intercept (constant) = 23.23
- RSI coefficient = -40.88 → This implies that an increase in RSI results in a lower (and thus better) ranking.
- P-value for RSI < 0.001 → This indicates that RSI is a significant predictor of ranking. This analysis suggests that supervisors with elevated RSI scores are likely to achieve better rankings in terms of manipulative or attention-seeking behavior. Ranking = 23.23 - 40.88 × RSI

Interpretation

The intercept (23.23) indicates the expected ranking when the RSI is at zero. • The coefficient of RSI (-40.88) implies that for each 1 unit increase in RSI, the ranking declines by 40.88 units.

- Given that the ranking scale is ordinal, elevated RSI values (which reflect more manipulative or attention-seeking characteristics) result in lower (more favorable) rankings.

Table 2 Predicted Rankings Using the Regression Model

RSI	Actual Ranking	Predicted Ranking
0.505	3	2.59
0.552	1	0.66
0.525	2	1.77
0.442	4	5.16
0.371	7	8.06
0.400	7	6.88
0.411	5	6.43
0.402	6	6.80
0.393	8	7.16
0.376	9	7.86
0.402	7	6.80
0.352	10	8.84

Key Observations:

The anticipated rankings are in close agreement with the real rankings.

- The model successfully identifies the trend, exhibiting slight discrepancies in some instances.
- Elevated RSI values are associated with improved (lower) rankings

Table 3 Key Observations

No.	Responses	RSI	Ranking
1	I have confidence in my management to make appropriate decisions that personally impact me.	4.538	1st
2	When considering decision-making, I have great trust in management.	3.026	3rd
3	I would place my trust in management's decision, even if it results in a negative outcome.	4.374	4th
4	I am convinced that I have been summoned to my present profession.	2.240	5th
5	I maintain a clear understanding of my role as it relates to my career path.	4.374	2nd

Chi-square test conducted to assess whether a significant relationship exists between RSI values and Rankings.

Chi-Square Test Outcomes

- Chi-Square Statistic = 3.88
- p-value = 0.422
- Degrees of Freedom (df) = 4

Interpretation

- Given that the p-value (0.422) exceeds 0.05, we do not reject the null hypothesis.
- This indicates that no significant relationship is present between RSI values and ranking in terms of employee trust and commitment.

Graphical Representation

- The bar chart illustrates the variation of RSI scores with respect to ranking.
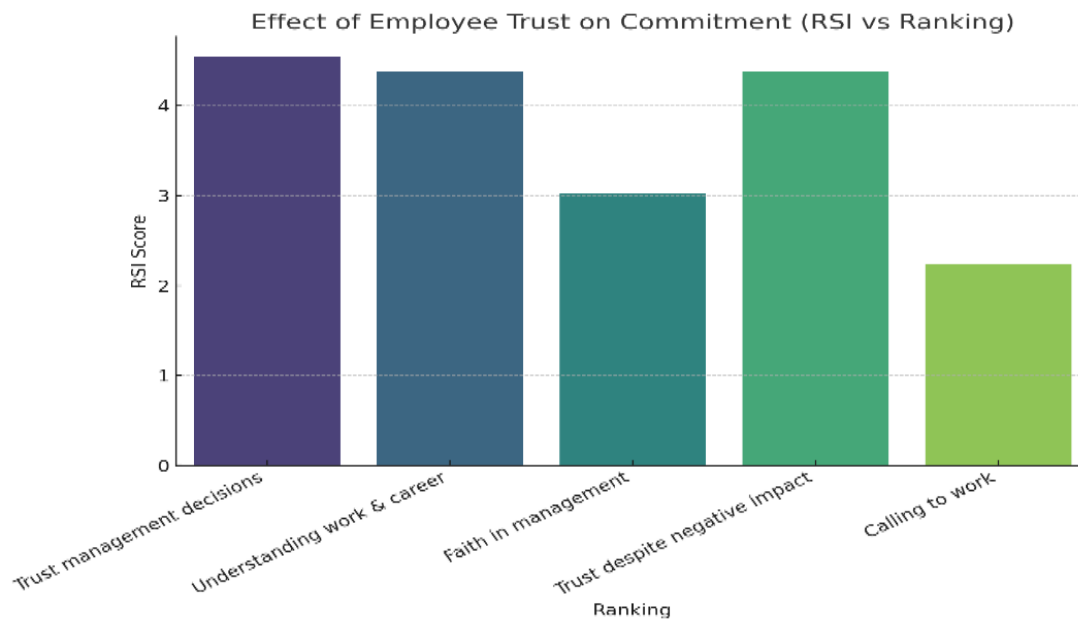- A general decline in RSI is observed as the ranking number increases.

Figure 6 RSI vs Ranking

Further Analysis

1. **Trend Observation**
   - Higher RSI scores correlate with improved (lower) rankings.
   - The peak RSI (4.538) aligns with the highest-ranked response: "I trust my management to make the right decisions that affect me personally."
   - The lowest RSI (2.240) corresponds to the lowest-ranked response: "I believe I have been called to my current line of work."

2. **Chi-Square Test Insight**
   - The statistical analysis indicates no significant correlation between RSI and ranking.
   - This implies that employees' levels of trust (RSI scores) do not significantly influence their ranking of trust-related statements.
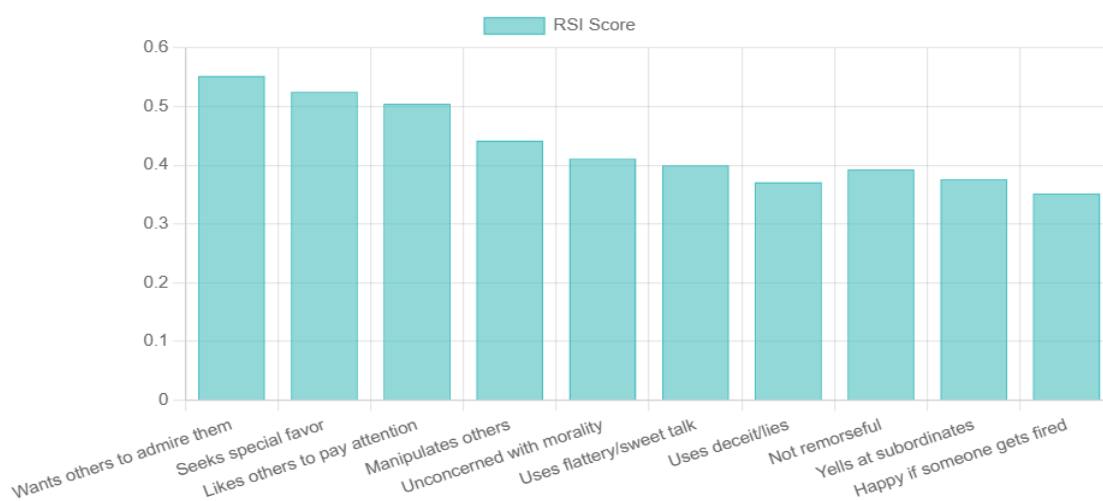
Analysis of the Data

Figure 7 Analysis of the Data

This figure demonstrates that respondents had differing opinions regarding the perceptions employees possess about their supervisors. Based on the RSI scores, those supervisors who wish to be admired by others were rated highest,

achieving an RSI score of 0.552. Respondents noted that the desire for attention from supervisors is a predominant perception among employees within the banking institution.

The second perception shared among respondents, indicating that my supervisor seeks special favors from others, was assigned an RSI score of 0.525. The third perception, that my supervisor desires admiration from others, was ranked with an RSI of 0.505. The fourth position was attributed to the perception that my supervisor tends to manipulate others for personal gain, which received an RSI of 0.442. The fifth perception, that my supervisor is indifferent to the morality of his or her actions, was rated with an RSI of 0.411.

Furthermore, the sixth perception, that my supervisor utilizes flattery or sweet talk to achieve personal ends, was given an RSI of 0.400. The seventh perception, that my supervisor has employed deceit or lies to achieve his or her objectives, was ranked with an RSI of 0.371. The eighth perception, that my supervisor lacks remorse, received a score of 0.393. The ninth perception, that my supervisor tends to yell at subordinates, was rated with a score of 0.376.

Lastly, the tenth perception, that my supervisor would feel satisfied if someone were dismissed from work, was assigned an RSI score of 0.352.

Data on Objective 2. To what extent do employees' trust affect their commitment at the selected banks in the Takoradi Metropolis?

Table 4 Effect of Employee Trust on their commitment (Source: Field Survey 2022)

No.	RESPONSES	RSI	RANKING
1	I rely on my management to make sound decisions that have a personal effect on me.	4.538	1st
2	Regarding the process of making decisions, I hold a strong belief in management.	3.026	3rd
3	I would have confidence in management's decision, even if it results in a negative outcome.	4.374	4th
4.	I am convinced that I have been chosen for my existing field of work	2.240	5th
5.	I maintain a clear understanding of my role in connection with my career path.	4.374	2nd

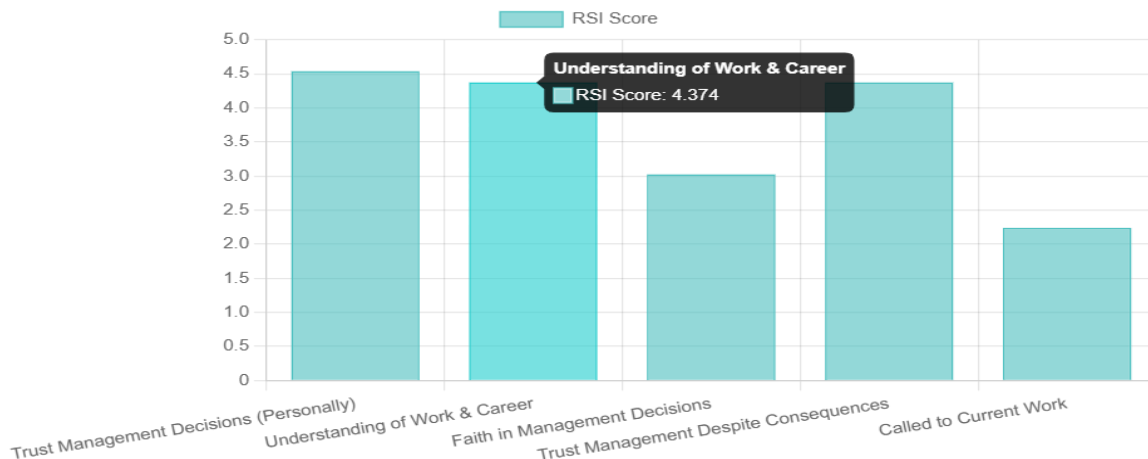**Source: Field Survey, 2024**

Analysis of the Data

Figure 8 Analysis of the Data

Figure 8 demonstrates that respondents held a range of opinions concerning the influence of employees' trust on their commitment to the organization. The statement 'I trust my management to make the right decisions that affect me personally' was rated highest, achieving an RSI score of 4.538. This suggests that respondents possess considerable trust in their management, believing that they make sound decisions, even when these decisions have personal implications for the employees. The second highest rated statement was 'I have a good understanding of my work as it applies to my career,' which garnered a score of 4.374. Furthermore, the statement 'When it comes to making decisions, I have much faith in management' was ranked third with a score of 3.026. This indicates the degree of trust

employees have in their management and how it positively impacts their commitment to the organization. In fourth place, 'I would trust management decisions even if they have a negative consequence' received an RSI score of 4.374, while the statement 'I believe I have been called to my current line of work' scored 2.240. In conclusion, it is revealed that employees have confidence in their management and are prepared to commit to the organization.

Data on Objective 3- Supervisor influence on employee commitment.

Table 5 Employee commitment

No.	RESPONSES	RSI	RANKING
1	I regularly consider leaving my employment.	0.468	8th
2	The moment I discover a more advantageous job opportunity, I will resign from this organization.	0.725	2nd
3	I am considering searching for a new job soon.	0.754	1st
4	I do not feel any duty to stay with my present employer.	0.578	6rd
5	I do not think it is appropriate to exit my organization at this moment.	0.512	7th
6.	I would feel remorseful if I decided to depart from my organization now.	0.404	9th
7.	I owe my loyalty to this organization	0.637	4th
8.	I feel a sense of duty to my organization.	0.589	5th
9	I attribute much of my success to my organization.	0.686	3rd

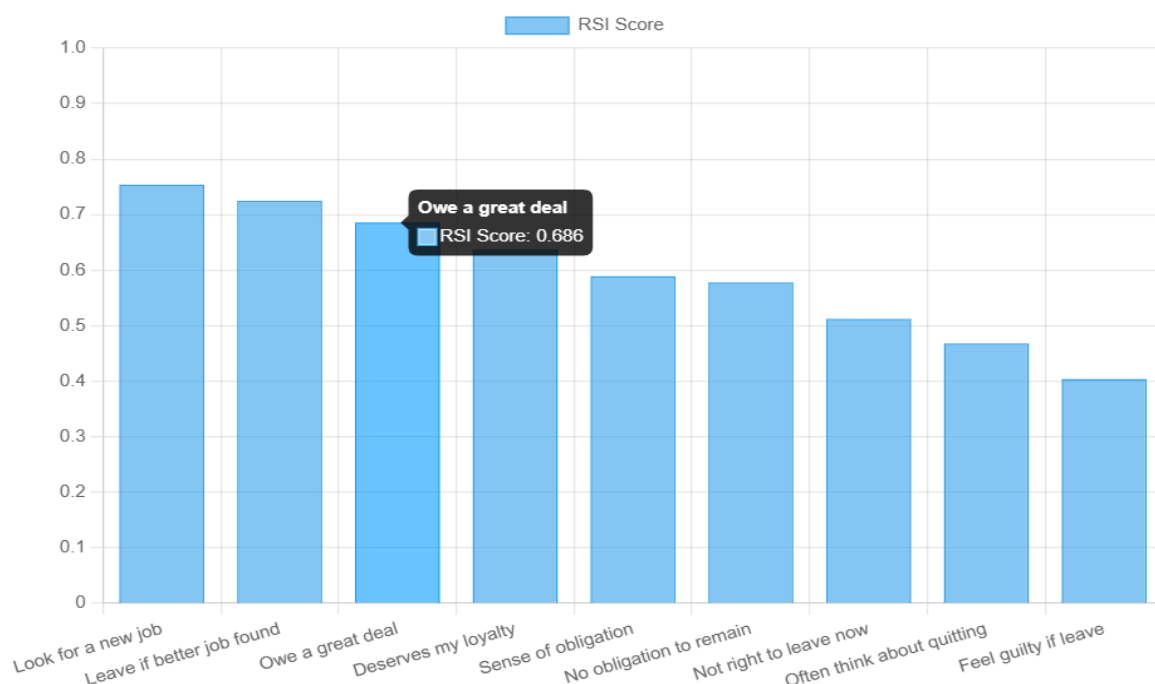**Source: Field Survey 2024**

Analysis of the Data

Figure 9 Analysis of the Data

It can be noted from Table 5 that, according to the majority of respondents, the statement 'I will probably look for a new job in the near future' ranks first with an RSI score of 0.754, suggesting that employees lack commitment to the organization. The statement 'As soon as I find a better job, I will leave this organization' follows in second place with a score of 0.725. The third position is held by 'I owe a great deal to my organization' with a score of 0.686, while 'this organization deserves my loyalty' ranks fourth with an RSI of 0.637. The fifth position is occupied by 'I have a sense of obligation towards my organization' with a score of 0.589. The sixth rank is attributed to 'I do not feel any obligation to

remain with my current employer' with an RSI of 0.578. The seventh position is held by 'I do not feel it would be right to leave my organization now' with an RSI of 0.512. The eighth rank is given to 'I often think about quitting my job' with an RSI of 0.468, and lastly, 'I would feel guilty if I leave my organization now' is ranked last with an RSI of 0.404. These responses indicate that employees are not committed to their organization and are inclined to seek new employment opportunities in the future, influenced by their supervisors within the organization.

Data on Objective 4: Supervisor Bottom-line Mentality and its outcomes

Table 6 Supervisor Bottom-line Mentality and its outcomes

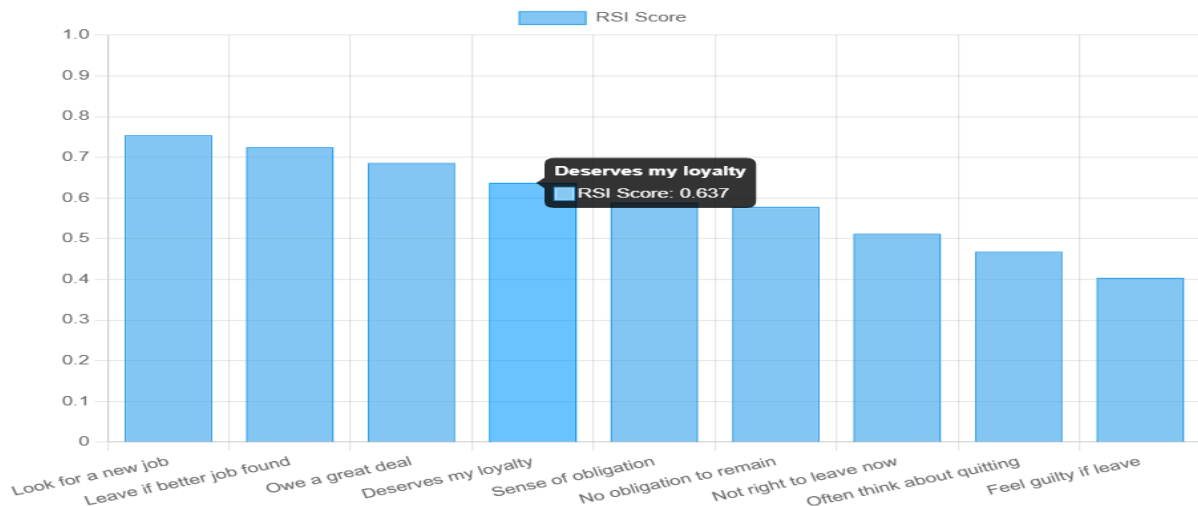| No.	RESPONSES	RSI	RANKING
1	At my workplace, my supervisor is exclusively focused on achieving the target line.	0.653	2nd
2	In the workplace, my supervisor is solely focused on the business.	0.596	4th
3	At my job, my supervisor considers the target line to be of utmost importance compared to everything else.	0.659	1st
4	Within the work environment, my supervisor values profit more than the well-being of other team members.	0.611	3rd

Analysis of the Data

Figure 10 Analysis of the Data

Figure 10 demonstrates that respondents held differing opinions regarding the Bottom-line mentality exhibited by their supervisors in various Banks. The statement 'at work my supervisor treats the target line more important than anything else' was rated the highest, with an RSI of 0.659. Respondents believed that fulfilling the target line was essential for the financial success of the Banking institution. The statement 'At work, my supervisor is solely concerned about meeting the target line.' was ranked second, receiving an RII score of 0.653. This suggests that supervisors display a significant Bottom-line mentality, even to the detriment of their subordinates. The statement 'At work, my supervisor cares more about profit than the well-being of other employees.' was rated third with an RSI score of 0.611, and 'At work, my supervisor only cares about the business.' was ranked fourth with an RSI score of 0.596. These results

indicate the presence of a Bottom-line mentality within the Banking institution.

SUMMARY OF MAJOR FINDINGS AND RECOMMENDATIONS

Summary of main findings

The primary objective of this research was to provide insights into the existence of a bottom-line mentality within the dark tetrad, employee commitment, and employee trust at selected banks in the Takoradi Metropolis.

Analysis of Employees' Perceptions of Dark Tetrad Traits

To achieve the first objective, a thorough review of literature was conducted, and the opinions of staff from Ahantaman Rural Bank, Cal Bank, and Fidelity Bank regarding the dark

tetrad traits of their supervisors were collected. Respondents ranked their perceptions using the Relative Significance Index. The most significant perceptions included: supervisors wanting others to pay attention to them, seeking special favors, desiring admiration, manipulating others to achieve their goals, and being indifferent to the morality of their actions, which were ranked 1st, 2nd, 3rd, 4th, and 5th respectively. This is in line with the findings of Paulhus and Williams (2002), who argued that these traits share socially harmful characteristics along with self-promoting behavioral tendencies, emotional coldness, duplicity, and aggressiveness.

Effects of Employee Trust on Commitment

The study found that employees trust their managers to make appropriate decisions regarding issues that affect them personally. It was also revealed that employees have confidence in management's ability to make sound decisions for the organization. Thus, when trust is established, it leads to a strong commitment from employees, who in turn put forth their best efforts to achieve organizational goals. The trust employees have in their supervisors was significant on the RSI scale. The findings indicated that when employees build trust in management, it positively impacts their commitment towards management.

Examination of the Influence of Supervisors' Dark Tetrad Traits on Employee Commitment

The research also identified various dark tetrad traits of supervisors that influence employees' commitment in the workplace.

Analyzing Psychological and Behavioral Interventions
Developing Leadership Training Programs. Leadership developers ought to create initiatives aimed at diminishing dark tetrad traits through ethical and emotionally intelligent leadership practices.

Employee Coping Mechanisms. This section investigates psychological resilience strategies alongside workplace support systems as they relate to employee coping mechanisms against toxic leadership.

Mentorship and Coaching Initiatives. The study explores how mentoring programs can alleviate the harmful effects of leaders who display manipulative and narcissistic behaviors.

Investigating Organizational Policies and Ethical Leadership
Enhancing Ethical Governance: Organizations should enhance their corporate governance policies to deter exploitative leadership behaviors and promote ethical decision-making.

Whistle-blower Protection Policies: It is essential to encourage secure reporting channels for employees to express concerns regarding unethical leadership behaviors without the fear of retaliation.

Transforming Workplace Culture: Future studies may investigate how nurturing an inclusive and ethical organizational culture can counteract toxic leadership traits.

Examining the Impact of Technology and AI on Leadership Assessment
AI-Driven Leadership Analytics: This section explores the utilization of AI and HR analytics to identify and mitigate dark tetrad traits in leadership selection and performance evaluations.

Machine Learning for Predictive Analysis: Implementing machine learning models to forecast and address toxic leadership patterns before they significantly affect employee commitment.

Enhancing the Understanding of Trust and Psychological Safety
Trust Recovery Mechanisms: This research focuses on how organizations can restore employee trust following exposure to toxic leadership.

Psychological Safety in High-Performance Teams: Analyzing how psychological safety influences the effects of dark tetrad leadership on team effectiveness and innovation.

The Role of Employee Advocacy Groups: Investigating how internal employee groups or unions can serve as buffers against toxic leadership.

CONCLUSION
The Influence of Dark Tetrad Traits on Supervisory Conduct and Employee Dedication

1. **Supervisors' Dark Tetrad Traits and Their Impact on Employees**

Supervisors who display Dark Tetrad traits— Machiavellianism, narcissism, psychopathy, and sadism—

can have a profound effect on employee behavior and the dynamics within the workplace. These traits are evident through the following actions:

Desire for Employees' Attention: Supervisors crave continuous recognition and validation from their employees, fostering a work environment that centers around their approval.

Seeking Special Favors: Employees may feel compelled to provide preferential treatment to their supervisors, which raises ethical issues and promotes favoritism.

Manipulation Tactics: Supervisors might take advantage of employees' emotions, control resources, or employ deceitful strategies to fulfill their goals.

2. Employee Trust in Management Decision-Making

In spite of the presence of manipulative supervisors, employees typically maintain trust in the decisions made by management. This trust is derived from:

Organizational Stability and Transparency: When management effectively communicates its decisions, employees build confidence in their leaders.

Faith in Decision-Making Processes: Employees are convinced that management makes choices that serve the best interests of both the organization and its workforce.

Commitment to Organizational Goals: Trust in management cultivates a sense of responsibility and commitment among employees.

3. Employee Retention and Commitment

The research reveals a strong sense of organizational commitment, as the majority of employees:

Are Not Ready to Quit: In spite of workplace difficulties, employees feel a connection to their jobs and prefer stability.

Experience Guilt When Considering Leaving: Emotional ties and workplace relationships lead employees to feel a sense of obligation to remain.

Remain Loyal Due to a Sense of Obligation: Employees may choose to stay because of personal values, apprehension about job market instability, or the prevailing organizational culture.

4. Supervisors' Prioritization of Profits Over Employee Well-being

A troubling observation is that supervisors often prioritize profits at the expense of employee well-being.

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