

*Dark Triad Personality, Empowering Leadership, dan Quality of Work Life pada Hybrid Working Employee*

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**Abstract.** The COVID-19 virus pandemic has caused changes in various fields. Changes in work style to a hybrid can affect the quality of a person's work life or what is called the quality of work life. Personality and leadership style can play a role in the quality of work life. This study aims to empirically examine the role of leadership empowerment as a mediator in the relationship between the dark triad personality and quality of work life in employees who work in a hybrid way. Data collection was carried out to 217 employees from various agencies and positions. The data collection method uses three types of scales, namely the quality of work life scale, the short dark triad personality scale, and the empowering leadership scale. Data analysis used the Hayes PROCESS mediation test with the help of JASP software. The results of data analysis showed that leadership empowerment was able to significantly mediate the relationship between narcissistic personality and psychopathic personality on the quality of work life ( $b=0.485$ ;  $p<0.001$  and  $b=-0.120$ ;  $p>0.05$ ). Empowering leadership has no mediating effect on machiavelianism personality with quality of work life ( $b=-0.239$ ;  $p=0.092$ ).  
**Keywords:** dark triad personality, empowering leadership, quality of work life

**Abstrak.** Pandemi virus COVID-19 telah menyebabkan perubahan diberbagai bidang. Perubahan gaya kerja menjadi hybrid dapat mempengaruhi kualitas kehidupan kerja seseorang atau yang disebut dengan *quality of work life*. Kepribadian dan gaya kepemimpinan dapat berperan dalam kualitas kehidupan kerja. Penelitian ini bertujuan untuk menguji secara empiris peran pemberdayaan kepemimpinan sebagai mediator dalam hubungan antara kepribadian *dark triad* dan *quality of work life* pada karyawan yang bekerja secara *hybrid*. Pendataan dilakukan kepada 217 karyawan dari berbagai instansi dan jabatan. Metode pengumpulan data menggunakan tiga jenis skala, yaitu skala *quality of workl life*, skala *short dark triad personality*, dan skala *empowering leadership*. Analisis data menggunakan uji mediasi Hayes PROCESS dengan bantuan software JASP. Hasil analisis data menunjukkan bahwa pemberdayaan kepemimpinan mampu memediasi secara signifikan hubungan antara kepribadian narsistik dan kepribadian psikopat terhadap kualitas kehidupan kerja ( $b=0,485$ ;  $p<0,001$  dan  $b=-0,120$ ;  $p>0,05$ ). Pemberdayaan kepemimpinan tidak memiliki pengaruh mediasi pada kepribadian machiavelianisme dengan kualitas kehidupan kerja ( $b=-0.239$ ;  $p=0.092$ ).

**Kata kunci:** *dark triad personality, empowering leadership, quality of work life*