

## **The Harms Caused by Psychopaths in the Public Service: A Literature Review**

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### **ABSTRACT**

*This study investigated the impact of personality disorders, such as psychopathy and sociopathy, on public sector work environments. These disorders are known for antisocial behaviors, lack of empathy, and manipulation, which can negatively influence organizational dynamics and employee well-being. The objective was to identify effective strategies to mitigate these effects and promote a healthy and productive work environment. The research used a mixed approach, combining literature review and systematic literature mapping. The results revealed that personality disorders such as psychopathy and sociopathy can generate mistrust, interpersonal conflicts, and difficulties in collaboration among team members. Intervention strategies centered on education, psychological support, and interpersonal skills training have been identified as effective in mitigating these negative effects. In addition, promoting an organizational culture that values mutual respect and transparency has proven to be key to creating a more harmonious and productive work environment.*

**Keywords:** Psychopathy. Sociopathy. Conflicts at Work. People Management.

### **INTRODUCTION**

In the contemporary Brazilian context, public civil servants face various challenges due to their specific needs and the regional delimitations that directly influence their operations. The work environment often reflects the country's cultural and social diversity, requiring continuous adaptations to meet the demands of a heterogeneous public. The ability to handle these nuances

and complexities is essential for the efficiency and effectiveness of public institutions throughout the national territory.

In the dynamics of public civil service, factors such as government policies, available resources, and the nature of the services provided also play a significant role. In this context, psychopathy emerges as a phenomenon of interest due to its potential influence on interpersonal relationships and organizational culture. Individuals with this disorder, characterized by antisocial and manipulative behaviors, can negatively impact team cohesion and performance, exacerbating conflicts and hindering collaboration.

Certain thought and behavior dynamics can influence interpersonal relationships within the public civil service, where a lack of understanding about mental disorders can generate conflicts and hinder effective cooperation among colleagues and managers. The scarcity of accurate and educational information about psychopathy can lead to a tense and distrustful work environment, directly affecting the organizational climate and productivity.

According to Bins and Taborda (2016), psychopathy is not only an issue of individual health but also a public health concern, given its comprehensive impact on society. They emphasize that the causality of psychopathy is complex and multifactorial, involving a poorly understood interaction between genetic, biological, environmental, social, and psychodynamic factors.

In the face of the challenges encountered in the public service work environment, the issue of personality disorders, psychopathy, and sociopathy emerges as a critical and concerning topic. These disorders not only affect individuals on a personal level but also have serious ramifications for organizational dynamics and society as a whole. The absence of empathy, the propensity for manipulation, and impulsive behaviors are intrinsic characteristics of these disorders, which can manifest in especially disturbing ways in contexts where power and authority are predominant.

In this scenario, the inability to internalize social norms and the tendency toward deviant behavior not only challenge the cohesion and effective functioning of public institutions but also jeopardize the well-being of the individuals who work within them. The abuse of power and moral harassment, associated with these disorders, further expand the spectrum of concerns, creating an environment prone to interpersonal conflicts, inequalities, and even crisis situations.

The study is justified by the various conflicts arising from the possibility of personality disorders, such as psychopathy and sociopathy, within the context of public service and is essential due to the adverse impacts these conditions can have on organizations and society. The presence of individuals with these disorders in positions of authority can facilitate abusive and manipulative behaviors, compromising the organizational climate and the integrity of public policies. Whether through a lack of empathy, a characteristic of these disorders, which can lead to unfair and

harmful decisions, there is an increased risk of scandals and reputation crises.

The objective of this study is to investigate how personality disorders, such as psychopathy and sociopathy, influence conflicts and the work environment in public service, aiming to identify effective prevention and intervention strategies to promote the mental health of employees and organizational effectiveness.

In light of the above, how can the possibility of behavioral deviations define a psychotic context in public service workplaces?

## **LITERATURE REVIEW**

### **The Toxicity of Leadership and Power in Public Service**

The Issue of Power in Public Organizations is Intrinsically Linked to Leadership Dynamics, Representing One of the Fundamental Causes of Interpersonal Conflicts in This Context. According to Heider (1970), power is often confused with authority, which is delegated by senior management and confers upon the holder the legitimate right to make decisions and require the fulfillment of tasks. For the author, this phenomenon centralizes organizational functioning, as its legitimacy is supported by established norms. However, these rules can be interpreted in divergent ways by individuals, frequently generating tensions that culminate in disobedience and conflicts.

According to Dejours (2016), authority must play an essential role in vertical cooperation within organizations, that is, based on the confrontation of opinions regarding operational methods in the interpretation of orders. Dejours points out that this deliberative space allows for the expression and consideration of different points of view, contributing to a more collaborative and respectful work environment. Thus, authority can be established both top-down, grounded in the hierarchical position and the power to sanction or reward subordinates, and bottom-up, based on the manager's technical competence and the ability to listen and respond to the needs of employees.

According to Gosdal (2016), given that power is a relational phenomenon that manifests itself in interactions between employers and employees, it can materialize in the organizational structure, in the definition of employment contracts, in the control of labor activities, and in the imposition of disciplinary sanctions. For the author, these forms of organizational power can easily lead to abuse and moral harassment in the workplace, especially when not regulated by specific laws.

According to Glina and Soboll (2012), workplace moral harassment is characterized by hostile, repetitive, and prolonged behaviors in the work environment, resulting in humiliation, offense,

and embarrassment for the victim. This negative relational pattern between people at work is considered a recurring, not sporadic, practice and can have serious physical and psychological impacts on those who are targets of such aggression.

Bateman and Snell (1998) categorize five sources of power in organizations, highlighting legitimate power, which grants authority to assign tasks; reward and coercive power, which influence through control over punishments and rewards; referent power, based on personal characteristics that attract and influence others; and expert power, derived from the leader's specific knowledge and skills. These sources of power are fundamental to organizational dynamics, determining the effectiveness and influence of leaders over their teams.

According to Machado and Murakami (2000), public servants face critical challenges, particularly highlighting the fragility and difficulty of the State in effectively exercising its regulatory role. The growing institutionalized violence and delinquency reflect the erosion of ethical and moral values, exacerbating social disintegration and the ineffectiveness of public policies. The sluggish implementation of adequate measures and the misuse of available resources further aggravate the crisis, evidencing the State's inability to ensure minimum conditions of survival and social stability.

In this regard, Bins and Taborda (2016) point out that antisocial actions, or even those characterized as possible psychopathies, should be observed in the context of the dynamic interaction between biological predispositions and environmental experiences throughout an individual's development. According to the authors, an individual may have genetic and neurobiological traits combined with environmental influences, such as family dysfunction and childhood trauma, which can predispose a person to the development of psychopathic characteristics.

According to Glina and Soboll (2012), characterizing the forms and aspects that appear in conflicting actions can aid in preventive and intervention strategies that recognize their prolonged and repetitive nature, aiming to mitigate their harmful effects on individuals and promote a healthy and respectful work environment.

#### Conflict Management and Its Ramifications in the Public Environment

Historically, theorists such as Taylor and Fayol considered conflict as detrimental to organizational efficiency, seeking to reduce it through the clear definition of responsibilities and centralized hierarchies. In contrast, contemporary approaches, such as the neorationalist and human relations theories, recognize conflict as inevitable and often emotional. These perspectives highlight the importance of involving individuals in decision-making processes and in commitment to organizational objectives as strategies to mitigate conflicts.

Additionally, the political model perceives conflict as a natural dynamic among different groups within the organization, each with its own rules and autonomy. This view requires effective conflict management to avoid organizational dysfunctions.

From a systemic perspective, conflict is seen as functional and necessary, playing an adaptive role in the evolution of the organization by resolving differences and promoting innovations. Administrative literature classifies conflicts into dysfunctional and functional, highlighting the negative effects of the former, such as hostility and reduced cohesion, and the beneficial effects of the latter, such as stimulation of creativity and organizational cohesion.

Nascimento and El Sayed (2002) argue that conflict is essentially social, occurring in human interactions and reflecting contemporary social complexities and implications. They emphasize the importance of effective conflict management strategies to mitigate hostilities and escalations within organizations.

Rondeau (1996) presents a comprehensive approach to conflict management in organizations, highlighting two main models: structural and procedural. In the structural model, the author argues that conflict is inevitable due to the characteristics of the organization itself, such as ambiguity and uncertainty. He identifies four parameters that influence the behavior of the involved parties: individual predispositions, predictions about the other's behavior, organizational pressures, and the frame of reference that guides interactions.

These parameters culminate in a two-dimensional model of conflict behavior, based on the dimensions of cooperativeness and assertiveness, as described by Falk (2000). This model categorizes five conflict resolution styles: avoiding, competing, accommodating, compromising, and collaborating, each reflecting different degrees of assertiveness and cooperation.

Furthermore, Rondeau (1996) introduces a dynamic analysis of conflict, emphasizing the continuous interactions between the parties. He highlights that these interactions can alter the perception and behavior of the parties over time, influencing the course and outcome of the conflict. The diachronic analysis of conflict, in turn, examines the historical evolution of the relationships between the parties, recognizing that conflict can intensify or diminish over time.

In specific organizational contexts, such as public universities, it is common to observe conflict avoidance and competition strategies, which can lead to conflict escalation. Rondeau (1996) recommends that managers use the three levels of analysis – structural, dynamic, and diachronic – to deeply understand the origins and dynamics of conflicts. This allows interventions to be more effective and contributes to more efficient conflict management within organizations.

Workplace moral harassment is a phenomenon widely studied and discussed in the academic

literature. Defined as the persistent manifestation of aggressive and psychologically harmful behaviors directed at one or more individuals, moral harassment frequently results in the stigmatization of victims (Verdasca, 2010). This form of psychological violence, although there is no universal consensus on its precise definition, has been explored in various empirical studies since Leymann's pioneering research in the 1990s (Leymann, 1990; Verdasca, 2010). The use of terms such as "mobbing" and "bullying" reflects the diversity of approaches and terminologies adopted to describe this complex and multifaceted phenomenon.

The impacts of moral harassment are severe, affecting not only psychological well-being but also the professional performance and physical health of the individuals involved. Studies indicate that the frequency and intensity of psychological aggressions can lead to a significant state of illness in the victims, compromising their work capacity and interpersonal relationships (Verdasca, 2010). The depersonalization of the victim, who is often socially isolated, contributes to the perpetuation of this cycle of violence within the organizational environment.

In the international context, there is a growing convergence towards the use of the term "bullying" to describe moral harassment, especially in countries where labor legislation and worker protection policies are stricter (Verdasca, 2010). This terminological standardization aims to facilitate the recognition and early intervention in cases of psychological violence at work, promoting safer and healthier work environments for all involved employees.

However, the complexity of the moral harassment phenomenon lies not only in its definition and nomenclature but also in the relational dynamics between aggressor and victim. According to Zapf & Einarsen (2005), the aggressor plays a crucial role in this process, perpetuating aggressive behaviors in a repeated and directed manner, often without full awareness of the devastating consequences for the mental health of the affected individuals (Verdasca, 2010). This dynamic can range from minor violations to deliberate and systematic actions aimed at weakening and destabilizing the victim over time.

Machado and Murakami (2000) point to the need for structural reforms that strengthen the State's regulatory capacity and promote a more efficient and transparent administration. According to the authors, the combination of a restrictive bureaucratic arsenal with the lack of agility in public organizations illustrates the complexity of the challenges faced, while the absence of effective social movements to reverse the current situation amplifies the feeling of hopelessness and disbelief in institutions.

#### Impact of Occupational Disorders and Diseases on the Well-being of Public Servants

Human personality is a complex and multifaceted field, studied by various theories that offer distinct perspectives on its components and functioning. According to Sigmund Freud's

psychodynamic theories, personality is composed of three interrelated instances: the Id, which houses primary impulses and acts unconsciously, seeking immediate gratification; the Ego, responsible for mediating between the impulses of the Id and the demands of external reality, operating both in the conscious and subconscious; and the Superego, which internalizes social and moral norms, influencing behavior towards ethical standards (Freud, 1996).

The notions of extraversion and introversion, along with the psychological functions of thinking, feeling, sensing, and intuition, highlight the dynamic interaction among these elements in the formation of personality (Jung, 2011). Similarly, factorial theories, such as those of Gordon Allport, Raymond Cattell, and Hans Eysenck, propose that personality traits can be grouped into distinct sets based on their interrelations and impact on human behavior (Hutz, 2018). With the importance of individual traits in adapting to the environment, Cattell categorized traits into capacities, temperaments, and dynamics, outlining how these influence behavioral responses. Integrating genetic and environmental factors, he organized personality into four main sectors: cognitive, conative, affective, and somatic (Eysenck, 1998).

The stability of patterns of thought, emotion, and behavior over time characterizes personality as a lasting psychological construct, conferring uniqueness and consistency to the individual across different contexts (American Psychiatric Association, 2023). However, significant deviations from these patterns, as observed in personality disorders, can result in substantial social and emotional difficulties, as described in the DSM-5, which defines these disorders as inflexible and persistent patterns of behavior that cause suffering or impairment to the individual (American Psychiatric Association, 2023).

Madness begins where the relationship between man and truth is disturbed and clouded. It is from this relationship, while simultaneously destroying this relationship, that madness assumes its general meaning and its particular forms (Foucault, 1972, p.267).

The understanding of human personality continues to evolve, incorporating new evidence and theories that explore from psychodynamic origins to contemporary factorial models. These approaches provide a solid foundation for research and intervention, which can promote a deeper understanding of the diversity and complexity of individual characteristics that shape the human experience.

For Foucault (1972), the fundamental difference lies in the way each condition affects the perception of reality: the delusion of the manic is not simply a lack of judgment, but a failure in the transmission of sensations to the brain, resulting in a distortion of the perceived world. Foucault not only differentiates melancholy and mania based on observed symptoms and behaviors, but also explores how theories about these conditions evolved throughout the 18th

century, influenced by new perspectives on the physiology and psychology of madness.

#### The Nuances of a Psychopath in the Workplace

According to Gomes and Almeida (2010), psychopathy is a personality disorder that develops from childhood and adolescence, often manifesting as conduct disorders. They highlight that psychopathy, classified under personality disorders, is not diagnosed before the age of eighteen, characterized by persistently maladaptive behavior patterns that interfere with the individual's psychological integration. The chronicity of this disorder can result in significant damage to the individual's own life and to society, predisposing them to antisocial, manipulative, and even criminal behaviors.

According to Shine (2000), psychopathy can originate from a superego that is not integrated into the individual's psychological development, resulting in failures in its regulatory function. The author describes a common family pattern where there are inconsistencies in child-rearing, such as permissiveness in some aspects and rigidity in others. He illustrates this with extreme examples of sexual and physical abuse, in which children do not receive adequate guidance and supervision.

According to Bins and Taborda (2016), it is a subject of profound ethical questioning to indicate the possibility that psychopaths are aware of social norms but frequently exhibit emotional deficits that affect their ability to make appropriate moral decisions. These deficits are associated with neurobiological alterations that diminish the emotional response during decision-making, which may challenge traditional concepts of free will and moral responsibility. Furthermore, they discuss the need for adequate treatment environments for psychopaths, arguing that psychiatric hospitals may not provide the necessary safe environment, favoring prison settings as more appropriate to avoid additional risks to society.

According to Silva (2018), psychopaths possess a perfectly functional rational or cognitive part, which allows them to intellectually understand the situations and actions they engage in. However, in contrast, they have a significant deficiency in terms of feelings and emotions. According to the author, psychopaths understand the lyrics of a song but cannot grasp the melody; that is, they comprehend the superficial and objective details of human interactions but do not experience or understand the emotional nuances behind them.

According to Gomes and Almeida (2010), the defining characteristics of psychopathy can also be observed in traits such as superficial charm, lack of remorse, egocentrism, among other traits that facilitate manipulation and deviant behavior. The authors emphasize that impulsivity, common in psychopaths, can result in violent and aggressive behaviors, often associated with brain damage or genetic predispositions.

Costa and Miranda (2021) question the historical and current perception of sociopathy, highlighting how this antisocial personality disorder has deep roots in human history, exemplified since the myth of Cain and Abel in the Bible. According to the authors, sociopathy does not distinguish between social class, race, belief, or profession, and can affect any individual, manifesting itself through antisocial and even criminal behaviors.

According to Ballone (2019), from the psychoanalytic perspective, the development of psychopathy may be related to the failure to internalize boundaries and social rules during childhood. Ideally, authority figures, such as parents, play a crucial role in helping the child understand and respect social norms by imposing limits on their desires and behaviors. According to the author, when this intervention does not occur adequately, the child may not internalize these norms, resulting in a lack of moral consciousness. This can manifest in adulthood as an inability to feel empathy or remorse when hurting others, since these consequences were not learned during development.

### **METHODOLOGICAL PROCEDURES**

The study was delimited by the literature review and aimed to investigate the harms caused by psychopaths in the public service workplace environment. Based on Gil's (2012) methodological premises, systematic mapping was used to gather and analyze relevant studies on the topic. The starting point was the clear formulation of the research problem, focusing on the identification and description of the negative impacts caused by psychopaths within public organizations.

**Table 1: Literature Mapping**

Author	Year	Results	Place of Publication
AMERICAN PSYCHIATRIC ASSOCIATION	2023	Diagnostic and Statistical Manual of Mental Disorders – DSM-5	Artmed [Artmed Publisher]
BATEMAN, Thomas S.; SNELL, Scott A.	1998	More Strategies to Manage Conflicts	São Paulo: Atlas
BALONE, G. J.	2019	Violence and Aggression	Web Site, Ballone
BINS, H.D. de.C., TABORDA, J.G.V.	2016	Environmental Influences, Biosocial Interactions	Revista Debates em Psiquiatria [Journal of Debates in Psychiatry]
COSTA, E.G.da., MIRANDA, R.P.	2023	Criminalization or Rehabilitation	Revista Univag Tcc [Univag TCC Journal]
DEJOURS, C.	1986	Public Health	Revista Brasileira de Saúde Ocupacional

DEJOURS, C.	2016	Work Organization and Mental Health	[Brazilian Journal of Occupational Health] PUC Goiás [Pontifical Catholic University of Goiás]
EYSENCK, H. J.	1998	Biosocial Interactions	Transaction Publishers
FALK, Maria Lucia R.	2000	Conflict Management	Universidade Federal do Rio Grande do Sul [Federal University of Rio Grande do Sul]
FOUCAULT, M.	1972	Controversy of Mental Disorders	Editora Perspectivas [Perspectives Publisher]
FREUD, S.	1996	Psychopathies	Imago Editora [Imago Publisher]
HEIDER, Fritz	1970	Psychology and Its Relations in Society	Pioneira [Pioneer Publisher]
HUTZ, C. S.	2018	Personality Assessment	Artmed [Artmed Publisher]
LEYMANN, H.	1990	Conflicts and Harassment	Violence and Victims
MARQUES, A. C. et al.	2007	Conflicts Related to Antisocial Behavior	Pontes [Pontes Publisher]
MACHADO, H., MURAKAMI, G.F.	2000	The Autonomization of the Subject in the Organization	Fiocruz Mato Grosso do Sul [Fiocruz Mato Grosso do Sul]
JUNG, C. G.	2011	Psychological Types	Editora Vozes [Vozes Publisher]
GLINA, D.M.R., SOBOLL, L.A.	2012	Interventions in Workplace Moral Harassment	Rev. bras. Saúde ocup. [Brazilian Journal of Occupational Health]
GOMES, C.C., ALMEIDA, R.M.M.de	2010	Psychopathy in Men and Women	Arquivos Brasileiros de Psicologia [Brazilian Archives of Psychology]
GOSDAL, Thereza C.	2016	Work-related Reactions and Conflicts	PUC Goiás [Pontifical Catholic University of Goiás]
RONDEAU, Alain	1996	Conflict Management	Atlas [Atlas Publisher]
SILVA, A.B.B.	2018	Thoughts and Psychotic Behaviors	Editora Fontanar [Fontanar Publisher]
SHANE, S.K.	2000	Psychopathy	Casa do Psicólogo [Psychologist's House Publisher]
VERDASCA, A.T.M.	2010	Moral Harassment at Work: An Application to the Portuguese Banking Sector	Universidade de Lisboa [University of Lisbon]
ZAPF, D.; EINARSEN, S. E.	2005	Harassment and Bullying in Organizations	American Psychological Association
Author	Year	Results	Place of Publication
SCHEIN, E. H.	1984	Discuss the Importance of Organizational Culture and Describe Its Three Levels of Knowledge: Artifacts, Shared Values, and Unconscious Assumptions	Sloan Management Review

VIEIRA, U.N.; PEREIRA, B.G.	2020	Explore the relationship between Brazilian culture and organizational culture, highlighting the influence of the historical and social context in the definition of culture.	Revista São Luís Orione online [São Luís Orione Online Journal]
CHIAVENATO, I.	2021	Analyze people management in contemporary times, highlighting the importance of organizational culture in valuing employees and the company's competitiveness.	Atual [Current Publisher]
PAZ, M.G.T. et al.	2020	Investigate the role of organizational culture in promoting personal well-being and quality of life at work, aiming for a broader understanding of the factors that influence organizational success.	Revista Adm. Mackenzie [Mackenzie Journal of Management]
BARROS, F.M.	2003	Explore the strategic role of organizational communication in managing business crises, highlighting the importance of transparency and effectiveness in communication during crisis situations.	Comunicação e Informação [Communication and Information]
MACHADO, J.	2020	Analyze the importance of communication in the creation and implementation of business continuity plans during business crises, highlighting the need for effective communication to ensure the continuity of essential operations.	Facos-UFSM
JACONI, S.M.R.	2010	Investigate the challenges of crisis communication and highlight the importance of transparent and agile communication in managing organizational crises, minimizing negative impacts, and maintaining public trust.	ReFA - Revista da Faculdade de Administração e Economia [ReFA - Journal of the Faculty of Administration and Economics]

SOUZA, C.	2021	Analyze the role of people management and organizational culture in Magazine Luiza's success trajectory, highlighting the appreciation of diversity and its impact on organizational effectiveness.	Rocco Digital [Rocco Digital Publisher]
WOHLIN, C. et al.	2012	Present the principles and procedures for conducting a systematic mapping (SM) in the area of software engineering, highlighting its similarities and differences compared to systematic reviews and emphasizing the qualitative nature of the collected data	Springer Science & Business Media

Source: Authors (2024)

The methodology included a thorough search for studies, articles, databases such as Google Scholar and Scielo, digital libraries, and relevant scientific publications. Specific search terms related to psychopathy, moral harassment, the public work environment, among other pertinent concepts, were used. The selection of studies was based on predefined inclusion and exclusion criteria, ensuring the relevance and quality of the sources utilized.

The analysis of the collected data was conducted in a critical and interpretative manner, focusing on the identification of patterns and trends. Different theoretical and methodological perspectives presented by the selected studies were explored, allowing for an understanding of the behavioral patterns of psychopaths not only in the public work environment but also in society as a whole.

The results were presented in an organized and objective manner, highlighting the main findings about psychopaths, including the nature of aggressive behaviors, the psychological impacts on victims, and the preventive and intervention strategies proposed in the reviewed literature. The discussion was oriented towards practical and theoretical implications, aiming to contribute to the development of more effective organizational policies and the promotion of healthy and safe work environments in public service.

## **RESULTS AND ANALYSIS**

According to Silva (2018), psychopaths possess a completely functional rational or cognitive component, allowing them to intellectually comprehend the situations and actions they engage in. However, in contrast, they exhibit a significant deficiency in terms of feelings and emotions. The author suggests that psychopaths are capable of understanding the lyrics of a song but cannot grasp the melody. This means they comprehend the superficial and objective details of

human interactions but do not experience or understand the underlying emotional nuances.

According to Silva (2018), the defining characteristics of psychopathy, such as superficial charm, lack of remorse, and egocentrism, facilitate manipulation and deviant behavior. The author emphasizes that impulsivity, common among psychopaths, can result in violent and aggressive behaviors, often associated with brain damage or genetic predispositions.

According to Costa and Miranda (2021), sociopathy is examined from both a historical and contemporary perspective, emphasizing how this antisocial personality disorder has deep roots in human history, exemplified by the biblical myth of Cain and Abel. The authors highlight that sociopathy does not distinguish between social class, race, belief, or profession, and can affect any individual, manifesting through antisocial and even criminal behaviors.

According to Ballone (2019), the development of psychopathy may be related to a failure in internalizing social boundaries and rules during childhood, particularly in the presence of authority figures such as parents. These figures help the child understand and respect social norms by imposing limits on their desires and behaviors. When this parental intervention does not occur adequately, the child may fail to internalize these norms, resulting in a lack of moral consciousness in adulthood. This manifests as an inability to feel empathy or remorse when harming others, as these consequences were not learned during development.

According to Dejourns (1986-2016), authority plays a fundamental role in vertical cooperation within organizations, allowing a deliberative space for the expression of different points of view. This model of authority can be established both top-down, based on hierarchical position and sanctioning power, and bottom-up, grounded in technical competence and the ability to listen to the needs of employees.

According to Schein (1984), in a strategic context, organizations can enhance their performance by cultivating a strong collective identity, facilitating communication, and boosting organizational effectiveness. He categorizes organizational culture into three levels of knowledge: artifacts, shared values, and unconscious assumptions. Artifacts are visible elements of culture, such as hierarchy and employee behavior; shared values express norms and beliefs; and unconscious assumptions are deeply ingrained beliefs that shape automatic behaviors within the organization.

According to Vieira and Pereira (2020), culture is a dynamic reality influenced by the historical and social context, transmitting beliefs, values, knowledge, and practices throughout human history from an anthropological perspective.

According to Chiavenato (2021), contemporary human resource management has evolved to

focus on human development, innovation, and competitiveness, reflecting organizational values and culture. This approach values performance recognition, talent development, and effective monitoring, promoting an environment that stimulates growth and organizational efficiency.

According to Paz et al. (2020), understanding and effectively managing organizational culture is important for promoting a healthy work environment and contributing to the well-being of employees. By incorporating culture as an essential variable in the analysis of quality of life at work, it is possible to develop more effective strategies to promote occupational well-being and organizational success.

According to Robbins (2014) and Chiavenato (2014), there has been an evolution in human relations within organizations, shifting from an approach focused exclusively on economic and social needs to a more holistic and interdisciplinary understanding of organizational behavior. This evolution recognizes organizations as rational cooperative systems, where effective coordination is fundamental to achieving collective goals.

According to Monteiro et al. (2023), when examining how motivation in organizations, especially in family businesses, can be influenced by formal controls such as action and result controls, these mechanisms not only standardize tasks and evaluate performance but can also be enhanced by a flexible and collectivism-oriented organizational culture, amplifying the positive impact on employees' intrinsic motivation.

**Table 1: Alert Possibilities**

Alert Elements	How to Verify
Lack of Empathy and Manipulation	Psychopaths and sociopaths display superficial charm, lack of remorse, and egocentrism, facilitating manipulation.
Impulsivity and Aggressive Behavior	Violent and Aggressive Behaviors Resulting from Impulsivity and Genetic Predispositions or Brain Damage.
Failure to Internalize Social Norms	Inability to Develop a Complete Moral Conscience, Resulting in Disrespect for Norms and the Rights of Others.
Abuse of Power and Moral Harassment	Abusive Exercise of Power by Authorities, Resulting in Humiliation, Coercion, and Manipulation of Subordinates.
Organizational and Social Impacts	Antisocial Behaviors That Undermine Organizational Cohesion and Efficiency, Generating Distrust and Instability.

Source: the Authors (2024)

However, power can also manifest abusively and lead to moral harassment, as highlighted by Gosdal (2016), affecting the organizational structure, employment contracts, and the control of work activities. This hostile and repetitive behavior in the workplace can result in humiliation and embarrassment for the victims.

According to various authors, psychopathy involves genetic and neurobiological traits combined with environmental influences, such as family dysfunction and childhood trauma, predisposing individuals to antisocial and manipulative behaviors. The lack of empathy and the inability to internalize social norms are central characteristics of this personality disorder (Gomes and Almeida, 2010).

### **FINAL CONSIDERATIONS**

In light of the above, the possibility of behavioral deviations, such as personality disorders like psychopathy and sociopathy, can create a psychotic context in public service workplaces. These disorders, known for their lack of empathy and propensity for manipulation, have the potential to significantly influence interpersonal conflicts, the organizational environment, and operational effectiveness. The lack of empathy, combined with manipulation and antisocial behaviors characteristic of these disorders, can generate distrust, tension, and even hostility among employees.

In the presence of individuals with these characteristics, the organizational culture can be compromised, making collaboration and teamwork difficult. The inability of these individuals to form genuine emotional bonds can hinder the establishment of healthy and productive interpersonal relationships in the workplace. This dynamic can result in an unstable organizational climate and negatively impact the efficiency and morale of employees.

In the presence of individuals with these characteristics, the organizational culture can be compromised, making collaboration and teamwork difficult. The inability of these individuals to form genuine emotional bonds can hinder the establishment of healthy and productive interpersonal relationships in the workplace. This dynamic can result in an unstable organizational climate and negatively impact the efficiency and morale of employees.

The training of leaders who are sensitive to mental health and equipped to handle delicate situations plays a crucial role in promoting a safe and healthy work environment. These leaders can be instrumental in mediating conflicts and fostering a culture of respect and collaboration. Additionally, the implementation of open and accessible communication channels can facilitate the safe reporting of problems and concerns by employees, contributing to a more transparent and fair environment.

Early intervention and appropriate psychological support not only protect the mental health of employees but also preserve organizational effectiveness. By adopting a proactive approach to managing personality disorders in the workplace, organizations can promote a safe, productive, and inclusive work environment for all their members.

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