Analysis of the path of leadership trust to stimulate innovation in employees with negative personality traits

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Abstract: Leadership trust helps to enhance employee innovation performance, but the relationship between the two is not inevitable, and this positive effect is weakened when leadership trust encounters employees with relative personality traits. Most previous studies have neglected the moderating role of personality traits in the relationship between the leadership trust and innovation, so it is necessary to introduce personality traits as a research variable. Machiavellian traits, neuroticism, and narcissism all have negative feedback on leadership trust in different ways, thus hindering the role of leadership trust in promoting employee innovation. In view of this, unit leaders should treat employees with negative personality traits positively, establish a scientific attitude of trust and innovation feedback, enhance the level of perceived organizational equity of employees, and promote the common development of employees and units.

1. Introduction

One of a leader's fundamental responsibilities is managing the workforce. Two fundamental behavioral management strategies for leaders to use with their workforce are reinforcement and punishment. If employees show blatant violations or disruptive habits, the manager can discipline them in accordance with the unit's rules and regulations.[24] In addition, if an employee disregards rules and regulations but still engages in behavior that interferes with team cohesion or work performance, the manager is powerless to reprimand the individual. The manager cannot discipline an employee whose behavior affects work performance or team cohesion, but who has not broken any rules or regulations. One of the management problems that leaders often face is this tendency towards neutrality.

According to the results of the current study, employees with negative personality traits fall into the latter category. While narcissistic, neurotic or Machiavellian personality traits cannot be changed by coercive punishment, they do affect interpersonal relationships within the unit and employee performance. Therefore, in order to improve employee performance, it is necessary to explore a way to successfully manage negative personality traits and ways to manage them effectively. Therefore, in order to enhance employee performance and create a pleasant and cooperative working environment within the unit, it is imperative to explore a means and strategy to effectively manage

negative personality traits.

Through trust, leaders are able to build strong relationships with employees, gain employee support and recognition, and improve the quality of supervisor-subordinate interactions. Trust is often seen as an important tool for leadership, one of the ways of psychological empowerment and organizational motivation. The positive attributes of leadership trust have been well recognized by academics, but does the situation change when leadership trust encounters employees with negative personality traits? The study concludes that negative personality traits in employees can, to some extent, weaken the positive effects of leadership trust and cause the "Waterloo" of leadership trust. This study uses employee innovation as the dependent variable to analyze the positive effect of leadership trust on employee innovation.

Using employee innovation as the dependent variable, this study analyses how leadership trust positively affects employee innovation, and then proposes suggestions for unit leaders to manage employees with negative personality traits to ensure their motivation to innovate.

2. Background

2.1 The relationship between the dark personality and the Big Five personality

Extraversion, emotional stability, openness, agreeableness and responsibility are among the five key traits that make up the Big Five, which are used to characterize personality traits. The Big 5 personality can help predict entrepreneurial aspirations and performance, according to research. With the exception of agreeableness, some researchers have found that all dimensions are significantly correlated with a person's willingness to start a business and their entrepreneurial performance.[5] In addition, some researchers have suggested that low levels of agreeableness may be advantageous in a start-up environment, as entrepreneurs may find potential value in difficult negotiations.[6] The Big Five personality and the Dark personality have a more nuanced relationship.

First, the antisocial nature of the Dark Triad is largely responsible for the negative correlations between agreeableness and all of its dimensions; second, the relationships between the Triad traits and the Big Five traits vary: narcissism and psychopathy are positively correlated with openness and extraversion; narcissism and Machiavellianism are positively correlated with emotional stability; and narcissism and psychopathy are negatively correlated with responsibility.[7-8] Although the Dark Triad is typically seen as an indicator of dark traits, and the Big Five personality as a positive trait predictor. However, if an entrepreneur crosses a certain threshold and scores excessively high on the Big Five personality traits, this could cause some problems.[9] Therefore, it is important to distinguish between typical and severe personality traits in future research.

2.2 Connotation of Emotional Qualities

Emotional traits are positive emotions (e.g. excitement, passion) or negative emotions (e.g. frustration, anger) that shape an individual's behavior and are a long-term stable individual difference. Among them, positive emotion indicates the individual's enthusiasm, positivity and degree of quick thinking, and a high positive level shows the state of energetic, full attention and willingness to participate; negative emotion indicates the individual's aversion, including anger, contempt, boredom, excessive self-blame, excessive worry and tension, and a low negative level shows the state of calm and light-hearted.

2.3 Measure of Emotional Traits

Although much research has been done on measuring emotional qualities from both positive and

negative perspectives, many have overlooked the reliability and validity of the measures or used complicated and difficult to use procedures. On this basis, Watson created the PANAS scale, which has been widely used by entrepreneurship researchers.[10-11] In particular, the exploratory factor analysis (EFA) method was used to gradually remove words with factor loadings of 0.4 or more based on the emotion vocabulary of existing scales, and the selected words had only positive emotion traits or negative emotion traits without cross-loading.

The phrases attentive, interested, alert, excited, enthusiastic, creative (inspiring), happy (proud), determined, and eight more adjectives were used to describe good emotions.

Irritable, Guilty, Ashamed and Distressed, Nervous, Upset, Hostile, Jittery, Scared and Afraid are 10 words that describe negative feelings. Seven time periods were selected for measurement: present, today, last few days, last week, last few weeks, last year, and average feeling. By removing cross-load items (such as alertness) from the PANAS scale and assessing positive and negative emotions with 14 words, including 'enthusiastic', 'happy', 'depressed' and 'anxious', domestic scientists Wu et al. significantly improved the PANAS scale in the measurement process.[12]

2.4 Emotional traits impact entrepreneurship and creativity.

Because innovators are highly committed to their innovation goals and visions, and because they are strongly influenced by emotional traits, emotional traits have a significant impact on innovation activities. In addition, innovators need to think more creatively when faced with complex, unusual tasks and decision-making situations, which requires high levels of positive emotional traits. Positive emotional personality types are associated with higher ratings of the objective environment by innovators. Research on the function of emotional traits in entrepreneurship is just beginning to take shape, despite the fact that emotional traits have a significant influence on a person's ability to process information.[13]

Entrepreneurial intention and behaviors are influenced by emotional traits. Positive emotions and entrepreneurial behavioral tendencies are positively correlated with potential entrepreneurs, while negative emotions and entrepreneurial emotional tendencies are not significantly correlated.[14] For entrepreneurs in the "interest context", entrepreneurial passion can lead them to focus on entrepreneurial behaviors rather than dwelling on the difficulties caused by environmental uncertainty, thereby increasing their e Entrepreneurial enthusiasm can help people to focus on their entrepreneurial behaviors rather than the difficulties caused by environmental uncertainty, thereby increasing their willingness to start a business,[15] whereas negative traits have the opposite effect. Entrepreneurs in the "interest context" can benefit from this. Based on this, a thorough examination of how different entrepreneurial situations affect entrepreneurial intentions and behaviors can help further research on the emotional traits of entrepreneurs.

Emotional characteristics have different effects on opportunity recognition and entrepreneurship. Positive emotions Positive emotions have a positive effect on people's entrepreneurial cognitive abilities, while negative emotions have the opposite effect. Although negative emotions have modest cognitive inhibitory effects on entrepreneurship, these effects are minimal.[14] The reason for this is that happy emotions support entrepreneurs. The explanation for this is that positive emotions support entrepreneurs' ability to examine the entrepreneurial environment with a more optimistic mindset, overcome ingrained cognitive patterns, expand the scope of their entrepreneurial cognition, enhance their creativity, and quickly identify and seize business opportunities.[16] It is important to note that the combination of positive and negative emotions supports entrepreneurs' perception of business risks.

Entrepreneurial performance is influenced by a number of emotional traits. Entrepreneurial performance is strongly enhanced by positive emotional traits such as optimism and self-

confidence.[17] There are many different processes through which emotional traits influence entrepreneurial success. Entrepreneurial enthusiasm, for example, could strengthen the entrepreneur's view of relevant goals, increase entrepreneurial effectiveness, and thus improve business performance. The entrepreneurial team is 'emotionally socialized' and develops 'empathy', which in turn affects entrepreneurial performance.[18] In addition, individual entrepreneurial passion spreads to other team members through both emotional imitation and social comparison.

2.5 Transformation of positive and negative traits

Although the good elements of the entrepreneur's emotional attributes help to increase the entrepreneur's willingness to accept entrepreneurial risk and uncertainty, to bounce back from failure as quickly as possible, and to continue to use their creative abilities when success is achieved, everything has a flip side, and positive emotional attributes are no different. However, everything has its downside, and positive emotional traits are no different. Entrepreneurs who exhibit these traits run a particular risk of the good parts 'going bad' when positive emotions exceed a certain threshold. The bad qualities of overconfidence, ego and stubbornness can arise when the positive qualities of energy, enthusiasm and determination are exceeded, while the positive qualities of self-confidence and contentment can arise when the negative qualities of narcissism and arrogance are not controlled. Lower intensity negative emotions become visible.

A calm and collected mood shows lower levels of negative emotions, which may enhance the entrepreneur's ability to assess the business environment calmly. These traits influence personal behavior and entrepreneurial success or failure in an inverted U-shaped relationship.[19]

2.6 Comparison of dark personality and emotional traits

Based on the above studies, there are four main factors to compare when comparing the emotional qualities of dark personalities in terms of content, evaluation, impact, consequences and causes. Dark personality focuses on the "dark triad" in terms of content, whereas emotional qualities focus on both positive and negative emotions. Positive and negative emotions are emotional traits. The good emotions are not as strong as the dark triad, although the dark triad is primarily negative. If the reliance on good feelings is excessive, it can turn into narcissism. The "degree" serves as a link between the dark personality's emotional characteristics. Both measures rely on self-reporting.

Indirect methods, such as general personality assessments and contextualization tests, can compensate for the shortcomings of the self-report method of measuring Dark Personality, which suffers from respondents' avoidance of negative consequences. In terms of influencing outcomes, both have a complex process of action on entrepreneurial activities, leading to both good and bad outcomes: Machiavellians should use flexible means to deal with disagreements and use their charisma to achieve effective leadership in the process of coordinating teams. The self-report method of emotional traits, on the other hand, pays more attention to the respondent's overall mood and time period than the former.

Individuals with narcissistic traits will face entrepreneurial failure with determination and courage[23], but excessive indulgence in self-important dreams may have negative consequences for entrepreneurship; moderate optimism is conducive to expanding the cognitive scope and improving the cognitive ability of entrepreneurs, but when the level of optimism exceeds a certain level, there are negative effects and the overall relationship shows an inverted U-shape.

The reason for these different results is that both are contextualized and there is also an evolution in the content of emotional traits. Thus, taken together, entrepreneurial traits have two attributes, positive and negative. There is room for overlap between positive and negative attributes, expressed as 'degrees'. The results of the influence vary considerably depending on the respondent, and the

mechanism of this influence varies depending on the context.

3. Analyses

3.1 Link between affective trust and both employee innovative behavior and knowledge sharing

Trust is a distinguishing factor of high quality leader-member relationships and a primary mediator of the impact of leadership on employee outcomes. We argue that affective trust promotes employee innovative behavior and knowledge sharing because these behaviors involve risk-taking[22], which is facilitated when employees work for leaders in whom they trust. In this study, knowledge sharing is defined and operationalized as an individual act of transferring knowledge to another person. In fact, the challenging steps of idea generation, idea promotion and idea realization that generate innovative behavior are best achieved when employees trust and know the leader's criterion for deciding what behavior is innovative and therefore know what kind of ideas are welcomed as innovative by their leader.

The essential role of relationships in ensuring that employees in China engage in extra-role behavior suggests that such relationships may play a similar role in ensuring that employees engage in innovative behavior. Relationships where trust prevails are characterized by high levels of commitment, which stimulates new ideas. Because it encourages open discussion of new ideas, trust is also considered a key driver of knowledge sharing.

Innovative behavior and knowledge sharing are largely motivational in nature and as such are likely to be induced by leaders who are supportive. The sense of mutual care and concern that characterizes affective trust appears to be conducive to the level of comfort and interpersonal trust required for various behaviors.

3.2 Leadership Trust and Employee Innovation

Employee innovation refers to the creative use of existing resources by employees to improve and enhance the process of work performance. Although employee innovation can improve the profitability of work and increase the benefits of the unit, it faces great risks such as wasting resources, breaking existing interest patterns and affecting normal work.

The risks of innovation include wasting resources, disrupting existing interest patterns and affecting normal work. Because of the risks associated with innovation, employees who carry out innovative activities are likely to be In this case, it is essential for line managers to have confidence in their employees' innovation. In this case, it is particularly important for managers to trust their employees to innovate. Leadership trust can mitigate the risks that employees face in the innovation process.[21] Leadership trust can reduce the risks and uncertainties that employees face in the innovation process and increase employees' perceptions of the safety of innovative behavior. Leadership trust can reduce the risks and uncertainties that employees experience in the innovation process, increase the psychological safety of employees' creative behavior and positively influence employees' innovative behavior.

This correlation has been verified by many scholars, such as Tian et al(2017), who discussed through empirical analysis that leadership trust has a positive effect on employees' innovative behavior. For employees, leadership trust means that the leader supports their innovative behavior. Even if the innovation fails, the leader will not punish them severely. Even if the innovation fails, the leader will not punish them severely. According to the analysis of social exchange theory, trust is an important basis for cooperative agreement between leaders and employees. Trust is an important basis for cooperative agreement between leaders and employees. When leaders psychologically empower employees through trust, employees develop a sense of reward and reciprocity and expect to be able

to repay the leader through their own efforts When leaders empower employees through trust, employees develop a sense of reward and reciprocity and expect to be able to repay the leader through their own efforts. The role of trust in promoting employee innovation is also reflected in the innovation process. Especially when the employee's innovation fails, the leadership trust is given again not only to alleviate the employee's psychological frustration, but also to reduce the employee's psychological frustration, but also to reduce the employee's perception of innovation risk and further motivate them to innovate.

3.3 Leadership trust, negative personality traits and employee innovation

There is a positive relationship between leadership trust and employee innovation, but most studies have assumed that different personality traits produce the same response to leadership trust or have ignored the influence of personality traits on employee acceptance of leadership trust. Some scholars have also noted this problem. Some scholars have drawn attention to this issue, including Samnani, who argues that employees don't always respond favorably to leadership trust.[15]

This is because personality traits moderate leadership trust, with positive personality traits such as optimism, bullying and courage positively influencing leadership trust. Positive personality traits such as optimism, bullying, and courageousness positively moderate the effect of leadership trust, meaning that the facilitation of leadership trust is more pronounced for employees with positive personality traits. The role of negative personality traits is more significant. Negative personality traits have the opposite effect. Leadership trust does not have the desired effect on employees with negative personality traits. Negative personality traits do not have the desired effect.

The first question addressed in this study is whether employees with unfavorable personality traits are inventive. In this paper we argue that the answer is yes. Employees learn relevant lessons over the long term, and these experiences become the basis for their adaptation or improvement. Employees can use this experience as a valuable tool to change or improve their own work, but the real question is whether the unfavorable personality traits can be changed.

The key question is whether people with negative personality traits can be encouraged to engage in real innovation behavior in order to produce innovative results. Based on this, the current study examines narcissism, neuroticism and Machiavellianism. It explains how unfavorable personality traits affect employee innovation and leadership trust. It explains how unfavorable personality traits affect employee innovation and leadership trust.

First, Machiavellianism refers to, among other things, the behavioral tendency of people to use other people to achieve their goals, to go to any lengths necessary to ensure that those goals are achieved, and any ability to adapt to social interaction is always reflected in the manipulation of other people's behavior. Highly Machiavellian people lack empathy, keep emotional distance and have a moral code that differs from the norm, making them more likely to take advantage of, manipulate and lie to others in order to further their own agendas. Because Machiavellians are overly focused on their own interests and disregard the interests of the business organization as a whole, the study verified that Machiavellianism has a negative effect on the behavior of members in business groups. The results of the meta-analysis revealed a strong relationship between Machiavellianism and unethical behavior, i.e. that entrepreneurs will engage in unethical actions to increase their profits.[1]

Machiavellian traits in employee creativity and leadership trust. Employees who display Machiavellian traits tend to become increasingly detached from others and often display attitudes and beliefs that are hostile to trust and reciprocity. They tend to display emotions and thoughts that are antithetical to trust and reciprocity. Employees with Machiavellian traits are highly utilitarian[2] and therefore display a degree of innovative behavior, but this innovation is based on self-interest and the goal of innovation is to maximize self-interest. Moodiness, irritability, and insecurity are other

Machiavellian traits of employees that make them prone to give up in the face of failed innovation, and in this scenario, it is difficult to gain the trust of the unit's leadership. It is difficult for the unit commander to lead them favorably in this situation. Machiavellian tendencies among staff leaders will strongly resist innovative activity if they believe it will not further their own interests. The tendency of reciprocators to reject is not rewarded by leadership trust.

Second, employee innovation and leadership confidence under traits of neuroticism. Narcissism is a tendency to inflate one's ego. In contrast, psychopathy is defined as a combination of impulsivity, stimulus seeking, low empathy and anxiety. People with this trait often have difficulty learning from the consequences of wrongdoing, are prone to impulsivity and seek immediate gratification. The narcissistic personality type can be damaging. The entrepreneur who possesses this trait believes that he or she is greater than the typical individual, and this excessive sense of self-importance can lead to the consequences of entrepreneurship being very damaging. Organizations can become less socially conscious and less supportive of their staff as a result of the psychopathic tendencies of those in leadership positions.

However, those who exhibit narcissistic qualities may also show strong initiative to deal with business losses head-on[3].High Machiavellians are better at dealing with uncertain business situations in a flexible and adaptable way. Entrepreneurs in the 'dark triad' will be more adaptable and agile in their dealings. The basic characteristics of neuroticism include a low sense of psychological security, lack of self-confidence, sensitivity and irritability. As a result, employees who exhibit these traits typically struggle with self-control and emotional stability. Even when employees have a sense of innovation, it is difficult to put it into practice. Employees with neurotic tendencies are extremely shy and sensitive, and they worry that failing to innovate will result in severe rejection from their peers and superiors.[4]

When a leader affirms their belief in innovation, neurotic employees find it difficult to feel a sense of responsibility to the unit and the leader because of their own weaknesses. They may also worry that if an innovation is successful, the unit leader will give more and more tasks to those who can do more work, increasing their own workload. This worry can lead neurotic employees to reject innovation.

Again, narcissistic behavior undermines employee innovation and leadership trust. Compared with employees with neuroticism trait, employees with narcissistic trait have stronger innovation motivation, but their innovation motivation also has self-interest tendency, which is both a kind of display of self-competence and self-advantage, and can bring corresponding benefits to themselves, so the innovation of employees with narcissistic traits on leadership trust, the effect of narcissistic traits on leadership trust is more alienating effect. Employees with narcissistic traits may become more self-confident when unit leaders show trust in their ability to innovate.[4] This is because they believe that it is their ability that will make the leader successful. Even if the innovation fails, narcissistic employees will blame the environment or the unit leader for the setback, and leadership trust will not lead to a sense of reward and responsibility, but instead serve as a justification to avoid accountability. If the invention is successful, there may be some conflict between the narcissists' egocentrism and the achievement of the unit's public goals, as they will use it as a vehicle to further their own interests.

4. The way to foster innovation in staff members with negative personality qualities through leadership trust path evaluation

Leaders must be aware of the limitations of trust as a management strategy, particularly the fact that employees may not always respond positively to their positive behavior, especially if they have negative personality traits. In order to ensure that the benefits of trust in leadership are demonstrated, and to encourage the improvement of employee innovative performance through trust in leadership,

unit leaders need to understand higher level strategies for implementing trust behaviors.

4.1 Positive treatment of employees with negative personality traits

Leaders must be aware of the limitations of trust as a management strategy, particularly the fact that employees may not always respond positively to their positive behavior, especially if they have negative personality traits. In order to ensure that the benefits of trust in leadership are demonstrated, and to encourage the improvement of employee innovative performance through trust in leadership, unit leaders need to understand higher level strategies for implementing trust behaviors. Some leaders may selectively give up in response to this circumstance, giving more trust to other employees so that their limited resources can be used more effectively, but this is not in line with what is required of leadership.

Regardless of the circumstance, the leader's disregard and indifference to the negative personality traits of employees can easily cause the negative personality traits of employees to become marginalized members of the unit and, in serious cases, either lead to the departure of employees or create conflicts among employees on the periphery. Unit leaders must treat employees with negative personality traits with care, spend more time with them, and try to change as many of these traits as possible if they are to actively perform their leadership duties and promote the general welfare of the unit. Their negative traits need to be lessened or made up for in order to give a solid foundation for employee creativity and effective unit administration. This will create staff innovation and effective unit management.

4.2 Develop a scientific attitude of trust and innovation

In general, innovation and confidence are good things, but in Marx's understanding of materialist dialectics, everything has a double confidence and innovation. Unit leaders must therefore address undesirable personality traits. Before taking any action, unit leaders should assess the potential drawbacks of trust and creativity in terms of their potential to exacerbate problematic personality traits. The team leader must first become aware of the potential drawbacks of trust and creativity. Managers need to understand both the positive facilitative effects of trust and the potential negative effects that trust can have.

Employees with negative personality traits need to understand that trust in leadership is not a form of pressure, so unit leaders need to use trust as a way to connect with their employees. Employees understand that trust in their leaders is a real asset for their growth and development, not a means of pressure. It is a genuine emotional exchange with no practical goals. Second, unit leaders need to be aware of both the benefits and the risks of innovation. They also need to trust and encourage staff with unfavorable personality traits to be creative. The unit leader should show trust to staff with negative personality traits and recognize both the benefits and the dangers of innovation.

4.3 Insist on the dual empowerment of trust and empowerment

The dual empowerment of trust and empowerment requires leaders to do the following: First, unit leaders must be persistent in giving positive trust to employees with negative personality traits. Trust can have a beneficial effect, and when unit leaders receive negative feedback from employees who exhibit negative personality traits, they must maintain their composure and prioritize the effective management of these traits as a key component of their duties. If an employee's negative personality traits are irritating, the manager needs to interact with them and rebuild trust. In order for the employee to see the leader's good attitude, accept the trust and foster a sense of reciprocity, the leader should interact and talk with the employee when he or she is frustrated. The unit leader should then actively empower the staff while showing trust. Second, unit leaders should put their people in a position of trust, while also taking the initiative to empower and support them with real-world

initiatives to foster innovation. Unit leaders can increase employees' discretion so that they can be more autonomous, proactive and innovative in their work. Employee innovation requires a degree of empowerment as a guarantee. Managers need to be more selective about how they empower employees with negative personality traits. Greater care is also needed when empowering employees with unfavorable personality traits. Employees with narcissistic traits, for example, should be given less power. Employees with neurotic traits should be empowered to a lesser extent, and employees with narcissistic traits should be empowered to a lesser extent to avoid overconfidence. Employees with neurotic traits can be empowered more, which can boost their confidence. It's important to empower employees with narcissistic traits.

4.4 Enhance emotional communication and information feedback

The process of building trust in leadership involves information feedback and emotional communication, which can exacerbate unfavorable personality traits. Delegation between managers and employees should be characterized by emotional communication and information feedback. Therefore, the method of emotional and informational interaction is crucial. It is crucial for leaders to connect informally and emotionally in the face of Machiavellianism, neuroticism, narcissism and other undesirable personality traits. To show employees that he or she is serious, the leader must choose the right channels of communication. To demonstrate sincerity to the team, the leader must choose effective channels of communication.

For example, when assigning tasks, unit leaders should not only encourage employees to be creative, but also solicit their feedback, i.e. encourage employees to give their own feedback when they encounter problems; during the work process, unit leaders should provide guidance to employees to help them overcome cognitive and work biases; and after the work is completed, leaders should summarize successful experiences and failures with employees to determine what worked and what didn't. Employers and employees need to establish a genuine relationship of trust. In order to gradually convey the gravity and seriousness of the situation, emotional communication between unit leaders and employees with negative personality traits is reflected not only in specific work situations, but also in everyday management and social life.

4.6 Improve employee perception of organizational equity

Through the lens of the individual-environment interaction, some scholars have examined the beneficial effects of organizational justice on employees' perceptions of organizational justice, and they have suggested that employees' perceptions of organizational justice can increase their organizational trust and support for leadership. In order to improve employees' perceptions of organizational justice, enhance the positive effects of trust in leadership and encourage employee innovation, it is crucial to create a fair and just organizational environment and leadership climate within the unit.

Unit leaders should lead by example. To build a positive reputation within the unit and establish leadership authority, unit leaders should uphold the basic principles of fairness and impartiality when hiring people, allocating resources and providing incentives for punishment. For example, unit leaders should select talents according to the general standard of both talent and virtue to match people with occupations; when dealing with unit conflicts, unit leaders should be fair and avoid the appearance of bias. Second, unit leaders should encourage the development of an environment where people respect and treat each other equally.

On the one hand, unit leaders should actively promote peaceful interpersonal interactions in the unit, while addressing organizational exclusion, bullying, and circle culture. On the other hand, unit leaders should plan some team-building exercises and encourage employee interaction through activity exchanges.

These activities can help employees overcome their negative personality traits and strengthen their

organizational identity, enabling them to prioritize the overall interests of the unit. The management of negative personality traits by unit leaders cannot be achieved overnight, and employee innovation is often a recurring process. It requires unit leaders to be patient and trusting of employees with negative personality traits, and to use their own positive emotions to influence and transform employees' negative personality traits so as to promote their development, while at the same time giving new impetus to the unit's continued progress.

5. Discussion

This article describes the definition, philosophical underpinnings and relationships of the relationship between leadership trust and employee innovation. The relationship between leadership trust and improved employee performance is not always present, and the beneficial effect is reduced when employees with unfavorable personality traits are involved. Although personality factors haven't been taken into account, previous studies have looked at how leadership trust affects employees' entrepreneurial and innovative behavior. Therefore, it is important to include personality traits as a research variable. This will help us better understand the mechanisms underlying their influence and advance the field of organizational behavior research.

Dark personalities all erode trust in leadership in different ways, further undermining their ability to foster employee innovation. In light of this, unit leaders should actively manage employees who exhibit negative personality traits, develop a scientific mindset of trust and innovation, uphold the dual empowerment of trust and empowerment, strengthen emotional communication and information feedback, pay attention to employees' work happiness and job satisfaction, increase their perceptions of organizational fairness, and promote the mutual growth of employees and the unit.

6. Future research directions

The concept that dark personality traits can have both negative and positive effects on a person's behavior differs from existing research. Future studies should investigate whether dark personality always has more negative than positive effects. Does having a dark personality only occasionally have a negative effect? This would allow boundary conditions to be taken into account and the moderating effects of dark personality on entrepreneurial outcomes to be examined in depth. Research suggests that only moderate levels of dark traits can fulfil the required function, and that either too much or too little can lead to leadership problems.[20]So what role do dark personality traits play, and at what levels?

In what contexts do dark personality traits lead to unintended negative outcomes? What is the relationship between the integration of dark personality traits and the underlying motivation and behavior of individuals, etc.? Exploring these questions can help to provide a more accurate understanding of the specific role of entrepreneurial contexts. Furthermore, the aforementioned description and assessment of dark personality concentrates on the 'triad' level and overlooks a great deal of other characteristics as, in addition to the innately 'dark' characteristics, accidental actions that injure oneself or others also reveal the personality of the individual. Further investigation into this matter is also necessary.

Entrepreneurial individuals may occasionally have both positive and negative trait components, although emotional traits are individual differences that are consistent over time. Future studies should therefore focus more on the interactions between different emotional trait components and entrepreneurs' cognitive abilities, entrepreneurial activities and underlying mechanisms. It is also important to study the evolutionary paths mentioned above and to look at the inverted U-shaped relationship, because the negative aspects of emotional traits are similar to the dark personality, while the positive aspects eventually become 'dark' once they reach a certain point.

The person acts in a calm and collected manner when unfavorable influences are kept to a minimum. Does this state have a good effect, and if so, how and in what situations can it be enhanced?

The specific processes by which emotional characteristics influence entrepreneurial performance in different circumstances, and the effect of the overall level of emotional characteristics of the entrepreneurial team on entrepreneurial performance, need to be further explored and improved. There is a lack of systematic evidence on the causes of entrepreneurial trait dysfunction and the effects of integrating different entrepreneurial trait elements on entrepreneurial behavior, and entrepreneurial trait research is moving towards microscopic, elemental integration and contextualization. As a result, future research should focus on the phenomena discussed in this paper as well as the indirect negative effects of entrepreneurial traits.

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