



**ARE THERE BRIGHT SIDES OF THE DARK SIDE? EFFECTS OF  
MANAGERS' DARK TRIAD PERSONALITY TRAITS ON  
ORGANIZATIONAL OUTCOMES AND MODERATING ROLES OF  
ORGANIZATIONAL CULTURE**

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## **ABSTRACT**

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In this study, effects of the dark triad personality traits (DT; Machiavellianism, narcissism, and psychopathy; Paulhus & Williams 2002: 557) of managers on psychosocial support and career support they provide to their subordinates (Volmer et al. 2016: 414), and their knowledge hiding behaviors (Teo & Lim 2018: 37), were examined. In addition, moderating effects of organizational culture in the proposed relationships were investigated. Data were collected from 53 managers and 223 subordinates by using online surveys resulting in 223 supervisor-subordinate pairs working in different sectors. The findings revealed that grandiose narcissism was not associated with any of the dependent variables. Vulnerable narcissism was both positively associated with knowledge hiding behaviors and psychosocial support. Psychopathy was positively associated with knowledge hiding behaviors and negatively associated with both psychosocial and career support. As expected, Machiavellianism was not associated with any of the dependent variables. In line with the hypotheses, role and support cultures reduced the detrimental effects of managers' DT traits. More specifically, role culture has led to a decrease in knowledge hiding behaviors of managers with high Machiavellian tendencies. Furthermore, support culture has led to an increase in vulnerable narcissistic managers' intention to provide

career and psychosocial support to their subordinates. Support culture also led to a decrease in knowledge hiding behaviors of managers with high psychopathic and Machiavellian tendencies. On the other hand, power and achievement cultures enhanced the negative effects of managers' DT traits. More specifically, power culture has led to a decrease in psychopathic managers' intention to provide career and psychosocial support to their subordinates. Moreover, in power culture managers with high DT personality traits (vulnerable narcissism, psychopathy, and Machiavellianism) were less likely to provide psychosocial support to their subordinates. Power culture also increased the knowledge hiding behaviors of managers with high narcissism and Machiavellianism. Finally, achievement culture has led to a decrease in narcissistic managers' intention to provide career support to their subordinates. Achievement culture also increased the knowledge hiding behaviors of managers with high psychopathy and Machiavellianism tendencies. Findings and their theoretical and practical contribution were discussed along with suggestions for future research.

**Keywords:** The Dark triad personality traits, Knowledge hiding, Psychosocial support, Career support, Organizational culture.

## ÖZET

### KARANLIĞIN AYDINLIK TARAFLARI VAR MIDIR? YÖNETİCİLERİN KARANLIK ÜÇLÜ KİŞİLİK ÖZELLİKLERİNİN ÖRGÜTSEL SONUÇLARA ETKİSİ VE KURUM KÜLTÜRÜNÜN DÜZENLEYİCİ ROLÜ

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Bu çalışmada, yöneticilerin karanlık üçlü kişilik özelliklerinin (Makyavelizm, narsisizm ve psikopati; Paulhus ve Williams 2002; 557) astlarına sağladıkları psikososyal destek ve kariyer desteği üzerindeki etkileri (Volmer et al. 2016: 414) ve bilgi gizleme (Teo ve Lim 2018: 37) davranışlarına olan etkileri incelenmiştir. Ayrıca önerilen ilişkilerde örgüt kültürünün düzenleyici etkileri araştırılmıştır. Çalışmanın verileri 53 yönetici ve 223 asttan çevrimiçi anketler kullanılarak toplanmış ve farklı sektörlerde çalışan 223 yönetici-ast çifti elde edilmiştir. Sonuçlar, büyülenmeci narsisizmin bağımlı değişkenlerin hiçbirisiyle ilişkili olmadığını ortaya çıkarmıştır. Kırılgan narsisizmin, hem bilgi saklama davranışları hem de psikososyal destek ile pozitif ilişkili olduğu bulunmuştur. Psikopatinin, hem bilgi saklama davranışlarıyla pozitif, hem de yöneticilerin astlarına sağladıkları psikososyal ve kariyer desteği ile negatif ilişkili olduğu bulunmuştur. Beklendiği gibi, Makyavelizmin, bağımlı değişkenlerin hiçbirisiyle ilişkili olmadığı bulunmuştur. Hipotez edildiği gibi, rol ve destek kültürleri, yöneticilerin karanlık üçlü kişilik özelliklerinin zararlı etkilerini azaltmıştır. Spesifik olarak, rol kültürü, Makyavelizm eğilimi yüksek yöneticilerin bilgi saklama davranışlarının azalmasına yol açmıştır. Ayrıca destek kültürü, kırılgan narsisizm eğilimleri yüksek yöneticilerin astlarına kariyer ve psikososyal destek sağlama niyetlerinde artışa yol açmıştır. Destek kültürü, psikopati ve Makyavelizm eğilimleri yüksek yöneticilerin bilgi saklama davranışlarının da azalmasına yol

açmıştır. Öte yandan, güç ve başarı kültürlerinin, yöneticilerin karanlık üçlü kişilik özelliklerinin zararlı etkilerini arttırdığı ortaya konmuştur. Güç kültürü, psikopati eğilimleri yüksek olan yöneticilerin astlarına kariyer ve psikososyal destek sağlama niyetlerinde azalmaya yol açmıştır. Ayrıca güç kültüründe, yüksek karanlık üçlü kişilik özelliklerine sahip yöneticilerin, astlarına psikososyal destek sağlama niyetlerinin düşük olduğu bulunmuştur. Güç kültürü, kırılğan narsisizm ve Makyavelizm eğilimleri yüksek yöneticilerin bilgi saklama davranışlarını da artırmıştır. Son olarak, başarı kültürü, narsist yöneticilerin astlarına kariyer desteği sağlama niyetlerinde azalmaya yol açmıştır. Çalışmanın bulguları, teoriye yaptığı katkılar, gelecek çalışmalar için öneriler ve uygulamaya yönelik çıkarımlar çerçevesinde tartışılmıştır.

**Anahtar Kelimeler:** Karanlık üçlü kişilik özellikleri, Bilgi saklama davranışı, psikososyal destek, kariyer desteği, kurumsal kültür.



*To my beloved family...*

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## **CHAPTER I**

### **INTRODUCTION**

#### **1.1 OVERVIEW**

In the literature of organizational psychology and organizational behavior, the effects of personality traits and attitudes of managers/leaders on organizational outcomes have been at the center of attention for long years (Li & Hung 2009: 1131; Owens et al. 2015: 3; DeConinck 2015: 5). The scientific studies on this subject usually focus on the Big Five personality traits (Ahmed et al. 2020; Shahzad et al. 2020) and different positive characteristics (e.g., benevolence/altruism) (Ostrem 2006; Wu et al. 2012). After Paulhus and Williams (2002: 557) introduced the "Dark Triad (DT) personality traits" -which consists of Machiavellianism, psychopathy, and narcissism, the term has started to get more and more attention in the field of organizational psychology as well as in the other fields of psychology. However, the number of studies in organizational psychology is very limited compared to the studies in the other fields of personality such as social and clinical psychology. Nevertheless, the results of few studies in organizational psychology revealed that the variance explained by the DT on individual, group-level, and organizational results was larger than the variance explained by positive personality traits (Bass & Steidlmeier 1999: 182; Higgs 2009: 166). In this respect, it is natural that the DT personality traits started to be subject to more research in business and organizational psychology. In addition, the DT personality traits have been associated with negative outcome variables so far, and previous studies mostly examined the relationships between these three personality traits and employee behaviors that organizations are trying to avoid or reduce, such as counterproductive work behaviors. However, some researchers argue that the DT personality traits that are common in leaders and mid-level executives at workplaces may be widespread because they may be functional and associated with success in specific positions and contexts (O'Reill et al. 2014: 614; Judge et al. 2009: 867; Smith et al. 2018: 3; Furtner et al. 2017: 3). In other words, the DT personality

raits may contribute to managerial success and leadership effectiveness for various reasons. This study aims to investigate the relationship between managers' DT personality traits on positive outcome variables (i.e., psychosocial and career support), and knowledge sharing vs. hiding attitudes. Moreover, it is suggested that the DT personality traits of managers may positively or negatively affect the proposed positive attitudes and behaviors depending on the organizational culture. Therefore, moderating effects of the organizational culture (i.e., power, role, achievement, support) are also examined in the relationships of managers' DT personality traits with employee-related and behavioral outcomes.

## **1.2 THE DT PERSONALITY TRAITS IN THE ORGANIZATIONAL CONTEXT**

The DT personality traits consist of Machiavellianism, subclinical narcissism, and subclinical psychopathy (Paulhus & Williams 2002: 557). The term “narcissism” originates from Greek mythology, where the young Narcissus fell in love with his image reflected in a pool of water. Narcissism is characterized by grandiosity, pride, egotism, and a lack of empathy (Kohut 2009: 306). There are two different types of narcissism, which are grandiose and vulnerable. Grandiose narcissism primarily reflects grandiosity, aggression, and dominance; whereas narcissism reflects a defensive and insecure grandiosity that obscures feelings of inadequacy, incompetence, and negative affect (Miller et al. 2011).

Machiavellianism originates from Machiavelli who is a 16<sup>th</sup>-century diplomat, philosopher, and political theoretician. Machiavellians are defined as those who are emotionally manipulative (Paulhus & Williams 2002; Austin 2007: 180), highly exploitative and emotionally cold when interacting with others (Volmer et al. 2016: 414). These individuals have a high level of impulse control, unlike individuals with the other two dark traits. According to Machiavellian philosophy, if there is a gain at the end of the road, how this gain is achieved is irrelevant. Behaviors such as manipulating other people and events, lying, and pursuing their interests are the most prominent characteristics of individuals with this trait.

The word psychopathy is the combination of Greek words psyche “soul” and pathos “suffering, feeling”. Psychopathy is characterized by persistent antisocial behavior, impaired empathy, and remorse, disinhibited, and egotistical traits (Hare, 1999: 193; Patrick et al. 2009: 913). There are two types of psychopathy in the

literature which are primary and secondary. Primary psychopathy is characterized by callous and manipulative behavior, superficial relations, lack of guilt, anxiety, or remorse. Individuals who score high on primary psychopathy are often planned and socially rank themselves as higher than others. Secondary psychopathy is characterized by neuroticism, impulsivity, aggression, and emotional reactivity. Secondary psychopathy is suggested to be related to environmental conditions such as parental abuse or rejection (Blackburn & Maybury, 1985: 376; Lynam et al., 1999: 111; Mealey, 1995: 531; Morrison & Gilbert, 2001: 333).

When the studies on leadership in the literature are examined, it may be concluded that most of the leadership styles are romantic and idealized. Later studies revealed that leaders who produce idealized results may not have ideal leadership types. On the contrary, leadership types that are considered to be flawed may produce positive outcomes in some circumstances (Volmer et al. 2016: 415). Although it is thought that leaders with the DT personality traits will always lead to negative consequences, it is also possible that at least some of these traits may produce good results when they are combined with other characteristics and depending on contextual variables. To illustrate, narcissism is related to dominance, confidence, high self-esteem, and extraversion. At the same time when someone is asked what is his/her dream leader is like, the person will probably sort the similar characteristics. Consistently, several researchers suggested that narcissism might be related to leadership emergence (Czarna, & Nevicka 2019: 2). According to Campbell et al. (2011), there are two sides of narcissism as the bright and the dark one. While the bright side represents characteristics such as charisma and charm, the dark side represents self-serving and manipulative acts.

Although studies showed that the managers with the DT personality traits lead to negative outcomes, several studies revealed that such managers may contribute to positive outcomes depending on the context. Consistently, the new trend is to focus on the positive outcomes of the dark side. When the relationship between the DT personality traits and leadership is examined, it can be seen that the most studied DT personality trait is narcissism in the leadership context. As discussed earlier, narcissism is related to dominance, confidence, high self-esteem, and extraversion, so narcissism is expected to be related to leadership (Czarna & Nevicka 2019: 3). There is a debate whether narcissistic leaders are good or bad. According to a meta-analysis conducted by Grijalva et al. (2015: 5), narcissism has a positive relationship with



leadership emergence but shows no relationship with leadership effectiveness. This means that even though individuals who score high on narcissism show similar characteristics to those mentioned for ideal leadership stereotypes, it does not mean that they are effective in the successive processes of leadership. Narcissists may have charisma and vision that are vital especially for leadership emergence, however, these leaders are also likely to bully subordinates, violate ethical standards, and make risky decisions (Rosenthal & Pittinsky 2006).

According to a meta-analysis conducted by Landay et al. (2018: 14), there is a weak positive correlation between psychopathic tendencies and leadership emergence, a weak negative correlation between psychopathic tendencies and leadership effectiveness. Similarly, there is a moderate negative correlation between psychopathic tendencies and transformational leadership. Lilienfeld and colleagues (2012) suggested that certain characteristics of psychopathy such as “Fearless Dominance”, may be related to positive leadership style but the other features of psychopathy such as “Self-Centered Impulsivity” may be related to negative or ineffective leadership styles.

Few early studies examined the relationship between Machiavellianism and leadership years before the DT personality traits became popular. To illustrate, Drory and Gluskinos (1980) examined mentioned relationship and found that in a laboratory setting there was no difference between individuals with low Machiavellianism and individuals with high Machiavellianism in terms of task performance, but there was a difference between them in terms of group interactions. Individuals with high Machiavellianism were less involved in reducing tension and they were also less directive. Because Machiavellians are manipulative personalities, they may not have been involved in tension because they thought they could benefit from the tension.

In the following sections, first, the literature review regarding outcome variables included in the present study is presented along with their relationships with the DT personality traits and generated hypotheses. Second, suggested moderating effects of organizational culture in the proposed relationships are presented.

### **1.3 MENTORING PRACTICES AND INTENTION TO CONTRIBUTE TO THE CAREER DEVELOPMENT OF EMPLOYEES**

In a study by Godshalk and Sosik (2003: 419), managers’ intention to provide psychosocial and career support to subordinates was considered as mentoring. While

career development includes sponsorship, protection, challenging tasks, exposure, and appreciation; psychosocial support includes acceptance, coaching and counseling. Accordingly, a negative relationship is expected between managers' DT personality traits and their intention to provide psychosocial support towards their employees. The most fundamental reflections of the DT personality traits are lack of empathy, superficial relationships, and manipulative actions. Volmer et al. (2016: 414) examined the relationship between leaders' DT personality traits and employees' objective career success (i.e., salary and number of promotions) and subjective career success (i.e., career satisfaction). While objective career success includes observable gains such as salary, salary increase, status, and promotions, subjective career success refers to subjective evaluation of personal career progression such as individual career satisfaction. The authors suggested that narcissism was positively associated with subordinates' objective and subjective career success. On the other hand, psychopathy and Machiavellianism both had detrimental effects in terms of subordinates' career success and well-being. Machiavellianism and psychopathy are referred as "Malicious Two". Therefore, Machiavellians are manipulative and exploitative they may undermine the subordinates' career success intentionally. The aim of this action may be that managers with Machiavellian tendencies may perceive their subordinates as potential rivals who may attempt to take their positions in the future. However, it is also likely that Machiavellian leaders may support their subordinates' careers for short or long-term returns for their self-interests. For instance, Machiavellian leaders may support the career development of a subordinate, who is well known or supported by decision-making agencies in the organization, because they can use this "supportive attitude" to promote their own career processes. It may also be expected that such leaders provide psychosocial support to their subordinates right before they ask them to complete their own tasks. Therefore, I suggest that managers who score high on Machiavellianism may provide mentorship to their subordinates depending on contextual factors or requirements of specific situations. In other words, the links between managers' Machiavellianism and their mentoring practices are suggested to be moderated by situational variables which are not in the scope of the present research. Consequently, the direct relationship of managers' Machiavellian tendencies with psychosocial support and career support they provide to subordinates is not expected to be significant. On the other hand, subordinates represent their managers and because the managers' success is also reflected on how well their subordinates

perform at work, narcissistic leaders may want to contribute to their subordinates' objective and subjective career success as a means to promote their narcissistic self-views as well as their image or impression in the eyes of others. That is, subordinates' career success may satisfy managers with narcissistic tendencies by enhancing their perceptions of effective leadership especially in the eyes of others in the organization. Therefore, the next set of hypotheses of this research is generated as follows:

Hypothesis 1a: Managers' narcissism tendencies are positively associated with the career support they provide to subordinates.

Hypothesis 1b: Managers' psychopathic tendencies are negatively associated with the career support they provide to subordinates.

Hypothesis 1c: Managers' Machiavellianism tendencies are not significantly associated with the career support they provide to subordinates.

Hypothesis 2a: Managers' narcissism tendencies are positively associated with psychosocial support they provide to subordinates.

Hypothesis 2b: Managers' psychopathic tendencies are negatively associated with psychosocial support they provide to subordinates.

Hypothesis 2c: Managers' Machiavellian tendencies are not significantly associated with psychosocial support they provide to subordinates.

#### **1.4 KNOWLEDGE SHARING VERSUS KNOWLEDGE HIDING**

Knowledge hiding is defined as intentional concealment or withholding knowledge when requested by another person (Connelly et al. 2012: 65). The research question on knowledge sharing is to what extent leaders with the DT personality traits conceal information from their employees or to what extent they are willing to share their work-related knowledge. It is known that if the information obtained is not shared within the organization, business processes slow down or get interrupted. Pan et al. (2018) suggested that hiding information decreases organizational performance and creativity due to its negative effects on unit process capabilities and interaction efficiency. It also results in retaliation from coworkers. Ultimately, it impairs the image of the hider's creativity and causes a reciprocal loop of mistrust among colleagues that leads to further hiding.

When a person hides information, it triggers an endless cycle because other employees in the organization learn that the information is being hidden, and this is likely to cause other employees to hide information. According to Connelly and

colleagues (2012: 66), knowledge hiding is a multidimensional construct and consists of three facets which are rationalized knowledge hiding, playing dumb, and evasive hiding. In a study conducted in China with sales representatives, Pan et al. (2018: 43) found that narcissism and psychopathy dimensions of the DT were positively related to all three types of knowledge hiding strategies. However, the results showed that Machiavellianism was positively related to playing dumb and evasive hiding, but it was not significantly associated with rationalized hiding. The authors suggested that, their findings should be replicated by future studies and that the direct relationships of the DT traits with knowledge hiding are likely to be moderated by cultural as well as contextual factors such as organizational culture and climate. According to Sakalaki et al. (2007: 1182) Machiavellians are likely to show unhelpful and non-cooperative behaviors. Another study revealed that Machiavellians have a strong desire to control and dominate interpersonal situations and to reduce others' power (Dahling et al., 2009: 222). It is plausible to suggest that Machiavellian leaders will share information if they have a gain from sharing and they will hide information if they have no future gains or self-interest. Although previous studies showed that Machiavellianism is associated with unwillingness to share knowledge (Paal & Bereczkei 2007; Pan et al. 2018; Smith et al. 2016), I expect that managers who score high on Machiavellianism may share or hide information from others depending on the context and level of self-interest. Therefore, I proposed that managers' Machiavellianism is not significantly related to their knowledge hiding behaviors.

However, in the present research, I suggest that narcissism is negatively related to managers' knowledge hiding behavior because if a leader (even the one who score high on narcissism) hides information from his or her team, the flow of information within the team would be damaged and that situation always results in poor performance, which in turn, leads to damaged self-impression for the manager. Therefore, the next set of hypotheses is generated as follows:

Hypothesis 3a: Managers' narcissism tendencies are negatively associated with their knowledge hiding behavior.

Hypothesis 3b: Managers' psychopathic tendencies are positively associated with their knowledge hiding behavior.

Hypothesis 3c: Managers' Machiavellian tendencies are not significantly associated with their knowledge hiding behavior.

## **1.5 MODERATING EFFECT OF ORGANIZATIONAL CULTURE IN THE PROPOSED RELATIONSHIPS**

According to Schein (1992), organizational culture consists of a set of shared meanings, assumptions, values, and norms that guide the behavior of employees within an organization through explicit structures and conventions. Organizational culture includes an organization's expectations, experiences, philosophy, as well as values that guide employees' behaviors, and it is expressed in members' self-image, interpersonal relationships within the workplace, interactions with other organizations, and future expectations. A strong culture can bring benefits such as enhanced trust and collaboration, fewer disagreements, and high efficiency in decision-making. Organisational culture also provides an informal control mechanism, a strong sense of identification with the organisation and a shared understanding among employees about what is important. Organisational culture can be influenced by factors such as history, type of product, market, technology, strategy, type of employees, management style and national culture. There have been many attempts to classify or categorize organisational culture to provide a basis for analysis and action to support or change them. The best-known classification is made by Harrison (1972) and includes four dimensions which are power-oriented, people-oriented, task-oriented, and rule-oriented cultures.

The power culture is one with a central power source which exercises control. In organizations characterized by power culture, there are few rules or procedures and there is a competitive, power-oriented, and political atmosphere. In the role culture, work is controlled by procedures and rules or job descriptions. Positions are more important than individuals who fill them. That is, power is associated with positions, not with people in organizations characterized by role culture. On the other hand, in task culture, the aim is to bring the right people together and provide them an atmosphere to effectively complete the tasks. Influence is based more on expert power than in position or personal power. In organizations characterized by task culture, the culture is adaptable, and teamwork is important. In person culture individual is the central point. The organization exists only to serve and assist the individuals in it.

Pheysey (1993) also made a classification similar to Harrison's (1972). According to Pheysey, organizational culture has four dimensions, and these are power, role, achievement, and support. The task culture in Harrison's classification is equivalent to the achievement culture in Pheysey's classification, but the person culture

and the support culture are separated. Although there are other classifications regarding organizational culture (e.g., Denison & Mishra 1995), Pheysy's (1993) classification, as well as measurement, are evaluated as more appropriate for the scope of the present study.

It is suggested that organizational culture plays a moderating role in the relationship between managers' DT personality traits and positive organizational outcomes. As mentioned above, the context of relationships among employees in organizations is likely to be influenced by organizational culture. The issues of how the information should be shared within the organization, how the managers should support subordinates' career success, and the appropriateness of other behaviors have already been determined by the organizational culture, long before an individual starts to work in that organization. In power cultures, some people are dominant, and others are obedient. Leaders have all the power, and they are also expected to know everything. Subordinates, on the other hand, are expected to be obedient and deferent. In such organizational cultures, individuals obey the rules because of fear. Power does not depend on rules or procedures, but on "know-it-all" leaders or managers. This is generally a type of culture based on sovereignty and self-interest. Accordingly, in power cultures, the DT personality traits of leaders are likely to be evoked further because there are no mechanisms that require leaders to be responsible and accountable for their negative actions. Positive subordinate-related behaviors such as effective knowledge-sharing, psychosocial support, or supporting career development are not likely to be expected from leaders with the DT traits who already have the majority of power in the organizations characterized by power culture.

*Hypothesis 4a:* Power culture moderates the relationship between managers' narcissistic tendencies and their intention to contribute to employees' career development. More specifically, managers who score high on narcissism and work in organizations characterized by high level of power culture are less likely to provide career support to their subordinates than managers who score high on narcissism and work in organizations characterized by low level of power culture.

*Hypothesis 4b:* Power culture moderates the relationship between managers' psychopathic tendencies and their intention to contribute to employees' career development. More specifically, managers who score high on psychopathy and work in organizations characterized by high level of power culture are less likely to provide

career support to their subordinates than managers who score high on psychopathy and work in organizations characterized by low level of power culture.

*Hypothesis 4c:* Power culture moderates the relationship between managers' Machiavellianism tendencies and their intention to contribute to employees' career development. More specifically, managers who score high on Machiavellianism and work in organizations characterized by high level of power culture are less likely to provide career support to their subordinates than managers who score high on Machiavellianism and work in organizations characterized by low level of power culture.

*Hypothesis 5a:* Power culture moderates the relationship between managers' narcissistic tendencies and the psychosocial support they provide to their subordinates. More specifically, managers who score high on narcissism and work in organizations characterized by high level of power culture provide lower levels of psychosocial support than managers who score high on narcissism and work in organizations characterized by low level of power culture.

*Hypothesis 5b:* Power culture moderates the relationship between managers' psychopathic tendencies and the psychosocial support they provide to their subordinates. More specifically, managers who score high on psychopathy and work in organizations characterized by high level of power culture provide lower levels of psychosocial support than managers who score high on psychopathy and work in organizations characterized by low level of power culture.

*Hypothesis 5c:* Power culture moderates the relationship between managers' Machiavellianism tendencies and the psychosocial support they provide to their subordinates. More specifically, managers who score high on Machiavellianism and work in organizations characterized by high level of power culture provide lower levels of psychosocial support than managers who score high on Machiavellianism and work in organizations characterized by low level of power culture.

*Hypothesis 6a:* Power culture moderates the relationship between managers' narcissistic tendencies and their knowledge hiding behavior. More specifically, managers who score high on narcissism and work in organizations characterized by high level of power culture are more likely to show knowledge hiding behavior than managers who score high on narcissism and work in organizations characterized by low level of power culture.

*Hypothesis 6b:* Power culture moderates the relationship between managers' psychopathic tendencies and their knowledge hiding behavior. More specifically, managers who score high on psychopathy and work in organizations characterized by high level of power culture are more likely to show knowledge hiding behavior than managers who score high on psychopathy and work in organizations characterized by low level of power culture.

*Hypothesis 6c:* Power culture moderates the relationship between managers' Machiavellianism tendencies and their knowledge hiding behavior. More specifically, managers who score high on Machiavellianism and work in organizations characterized by high level of power culture are more likely to show knowledge hiding behavior than managers who score high on Machiavellianism and work in organizations characterized by low level of power culture.

In the role culture, the goal is to ensure that all parts of the organization work in harmony, like a well-functioning machine, with the roles and procedures defined fully and clearly. Activities within the organization are in the form of functions of departments or units functioning separately. The organization is controlled by rules coordinated by the top management. Teamwork is important in this type of organization; Therefore, leaders with the DT personality traits, are aware of the negative consequences if any information is hidden. So they are expected reduce their knowledge hiding behaviors in such organizations. The success or failure is reached as a team. Therefore, a decayed tooth in the gear will slow down the operation of the whole team. Consequently, while managers want to have already developed and competent people in their teams, they have to help the people in their teams to improve themselves. Therefore, even such managers are expected to indirectly support the career development of subordinates in their teams or workgroups. Consequently, managers who work in organizations characterized by high level of role culture and who have the DT personality traits are expected to have low levels of knowledge hiding behaviors, higher intention to contribute to subordinates' career development, and to provide more psychosocial support than managers with the DT traits and work in organizations characterized by low levels of role culture.

*Hypothesis 7a:* Role culture moderates the relationship between managers' narcissistic tendencies and career support they provide to their subordinates. More specifically, managers who score high on narcissism and work in organizations characterized by high level of role culture are more likely to provide career support to



their subordinates than managers who score high on narcissism and work in organizations characterized by low level of role culture.

*Hypothesis 7b:* Role culture moderates the relationship between managers' psychopathic tendencies and career support they provide to their subordinates. More specifically, managers who score high on psychopathy and work in organizations characterized by high level of role culture are more likely to provide career support to their subordinates than managers who score high on psychopathy and work in organizations characterized by low level of role culture.

*Hypothesis 7c:* Role culture moderates the relationship between managers' Machiavellianism tendencies and career support they provide to their subordinates. More specifically, managers who score high on Machiavellianism and work in organizations characterized by high level of role culture are more likely to provide career support to their subordinates than managers who score high on Machiavellianism and work in organizations characterized by low level of role culture.

*Hypothesis 8a:* Role culture moderates the relationship between managers' narcissistic tendencies and psychosocial support they provide to their subordinates. More specifically, managers who score high on narcissism and work in organizations characterized by high level of role culture are more likely to provide psychosocial support to their subordinates than managers who score high on narcissism and work in organizations characterized by low level of role culture.

*Hypothesis 8b:* Role culture moderates the relationship between managers' psychopathic tendencies and psychosocial support they provide to their subordinates. More specifically, managers who score high on psychopathy and work in organizations characterized by high level of role culture are more likely to provide psychosocial support to their subordinates than managers who score high on psychopathy and work in organizations characterized by low level of role culture.

*Hypothesis 8c:* Role culture moderates the relationship between managers' Machiavellianism tendencies and the psychosocial support they provide to their subordinates. More specifically, managers who score high on Machiavellianism and work in organizations characterized by high level of role culture are more likely to provide psychosocial support to their subordinates than managers who score high on Machiavellianism and work in organizations characterized by low level of role culture.

*Hypothesis 9a:* Role culture moderates the relationship between managers' narcissistic tendencies and their knowledge hiding behavior. More specifically,

managers who score high on narcissism and work in organizations characterized by high level of role culture are less likely to show knowledge hiding behavior than managers who score high on narcissism and work in organizations characterized by low level of role culture.

*Hypothesis 9b:* Role culture moderates the relationship between managers' psychopathic tendencies and their knowledge hiding behavior. More specifically, managers who score high on psychopathy and work in organizations characterized by high level of role culture are less likely to show knowledge hiding behavior than managers who score high on psychopathy and work in organizations characterized by low level of role culture.

*Hypothesis 9c:* Role culture moderates the relationship between managers' Machiavellianism tendencies and their knowledge hiding behavior. More specifically, managers who score high on Machiavellianism and work in organizations characterized by high level of role culture are less likely to show knowledge hiding behavior than managers who score high on Machiavellianism and work in organizations characterized by low level of role culture.

In organizations with achievement culture, the focus is on doing the work properly and effectively, rather than following the rules. Employees of this type of organization are motivated to solve their own problems as a result of interaction with this culture. In organizations dominated by achievement culture, employees are expected to spend most of their time and energy on the organization. Working in achievement-oriented organizations requires a high level of motivation to overcome its structural, systematic, and planning deficiencies. In this type of organizational culture, managers with the DT personality traits may say that they bend the rules to do their jobs better and may hide information from other employees with this excuse. Since they must bring out the best job according to the official promotion system in the organization and they work individually, they are expected to pay less intention to support the career development of subordinates. Therefore, the next hypotheses of this research follows:

*Hypothesis 10a:* Achievement culture moderates the relationship between managers' narcissistic tendencies and their intention to contribute to employees' career development. More specifically, managers who score high on narcissism and work in organizations characterized by high level of achievement culture are less likely to provide career support to their subordinates than managers who score high on

narcissism and work in organizations characterized by low level of achievement culture.

*Hypothesis 10b:* Achievement culture moderates the relationship between managers' psychopathic tendencies and their intention to contribute to employees' career development. More specifically, managers who score high on psychopathy and work in organizations characterized by high level of achievement culture are less likely to provide career support to their subordinates than managers who score high on psychopathy and work in organizations characterized by low level of achievement culture.

*Hypothesis 10c:* Achievement culture moderates the relationship between managers' Machiavellianism and their intention to contribute to employees' career development. More specifically, managers who score high on Machiavellianism and work in organizations characterized by high level of achievement culture are less likely to provide career support to their subordinates than managers who score high on Machiavellianism and work in organizations characterized by low level of achievement culture.

*Hypothesis 11a:* Achievement culture moderates the relationship between managers' narcissistic tendencies and psychosocial support they provide to their subordinates. More specifically, managers who score high on narcissism and work in organizations characterized by high level of achievement culture provide lower levels of psychosocial support than managers who score high on narcissism and work in organizations characterized by low level of achievement culture.

*Hypothesis 11b:* Achievement culture moderates the relationship between managers' psychopathic tendencies and psychosocial support they provide to their subordinates. More specifically, managers who score high on psychopathy and work in organizations characterized by high level of achievement culture provide lower levels of psychosocial support than managers who score high on psychopathy and work in organizations characterized by low level of achievement culture.

*Hypothesis 11c:* Achievement culture moderates the relationship between managers' Machiavellianism tendencies and psychosocial support they provide to their subordinates. More specifically, managers who score high on Machiavellianism and work in organizations characterized by high level of achievement culture provide lower levels of psychosocial support than managers who score high on

Machiavellianism and work in organizations characterized by low level of achievement culture.

*Hypothesis 12a:* Achievement culture moderates the relationship between managers' narcissistic tendencies and their knowledge hiding behavior. More specifically, managers who score high on narcissism and work in organizations characterized by high level of achievement culture are more likely to show knowledge hiding behavior than managers who score high on narcissism and work in organizations characterized by low level of achievement culture.

*Hypothesis 12b:* Achievement culture moderates the relationship between managers' psychopathic tendencies and their knowledge hiding behavior. More specifically, managers who score high on psychopathy and work in organizations characterized by high level of achievement culture are more likely to show knowledge hiding behavior than managers who score high on psychopathy and work in organizations characterized by low level of achievement culture.

*Hypothesis 12c:* Achievement culture moderates the relationship between managers' Machiavellianism tendencies and their knowledge hiding behavior. More specifically, managers who score high on Machiavellianism and work in organizations characterized by high level of achievement culture are more likely to show knowledge hiding behavior than managers who score high on Machiavellianism and work in organizations characterized by low level of achievement culture.

In organizations with a support culture, supervision is carried out through non-individual regulations, regulation, and role duties. There is a dynamic link and change towards events that occur outside the organization. In such organizations, people believe that they are not only seen as the wheels of a machine or as those who are responsible parties to perform tasks but also as individuals who are valued as human beings. It is a romantic and idealized type of culture. It is very difficult to encounter leaders with the DT personality traits in such organizational cultures. However, as can be predicted, this type of organizational culture has potential to increase psychosocial and career support that leaders with the DT personality traits provide to subordinates while reducing their knowledge-hiding behaviors. Therefore, the last set of hypotheses of the present study are generated as follows:

*Hypothesis 13a:* Support culture moderates the relationship between managers' narcissistic tendencies and career support they provide to their subordinates. More specifically, managers who score high on narcissism and work in organizations

characterized by high level of support culture are more likely to provide career support to their subordinates than managers who score high on narcissism and work in organizations characterized by low level of support culture.

*Hypothesis 13b:* Support culture moderates the relationship between managers' psychopathic tendencies and career support they provide to their subordinates. More specifically, managers who score high on psychopathy and work in organizations characterized by high level of support culture are more likely to provide career support to their subordinates than managers who score high on psychopathy and work in organizations characterized by low level of support culture.

*Hypothesis 13c:* Support culture moderates the relationship between managers' Machiavellianism tendencies and career support they provide to their subordinates. More specifically, managers who score high on Machiavellianism and work in organizations characterized by high level of support culture are more likely to provide career support to their subordinates than managers who score high on Machiavellianism and work in organizations characterized by low level of support culture.

*Hypothesis 14a:* Support culture moderates the relationship between managers' narcissistic tendencies and psychosocial support they provide to their subordinates. More specifically, managers who score high on narcissism and work in organizations characterized by high level of support culture are more likely to provide psychosocial support to their subordinates than managers who score high on narcissism and work in organizations characterized by low level of support culture.

*Hypothesis 14b:* Support culture moderates the relationship between managers' psychopathic tendencies and psychosocial support they provide to their subordinates. More specifically, managers who score high on psychopathy and work in organizations characterized by high level of support culture are more likely to provide psychosocial support to their subordinates than managers who score high on psychopathy and work in organizations characterized by low level of support culture.

*Hypothesis 14c:* Support culture moderates the relationship between managers' Machiavellianism tendencies and psychosocial support they provide to their subordinates. More specifically, managers who score high on Machiavellianism and work in organizations characterized by high level of support culture are more likely to provide psychosocial support to their subordinates than managers who score high on

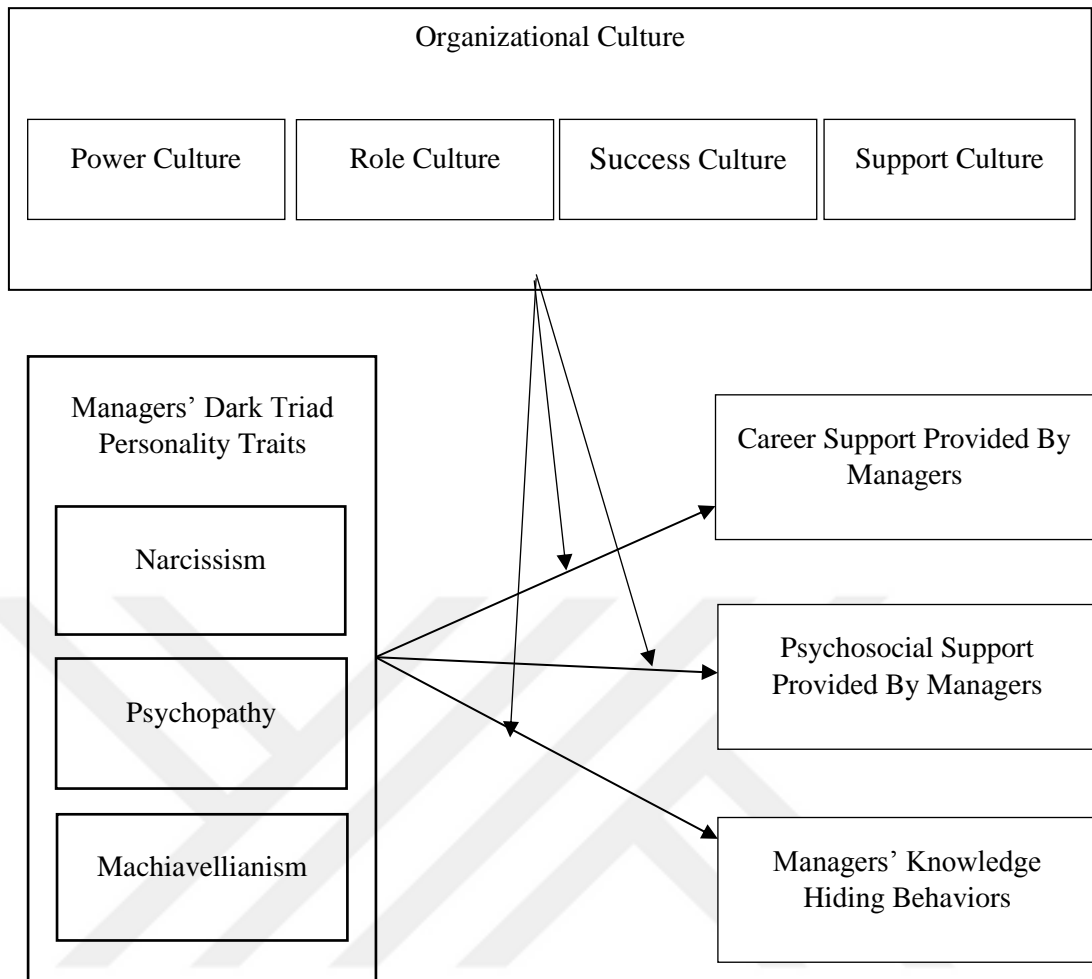
Machiavellianism and work in organizations characterized by low level of support culture.

*Hypothesis 15a:* Support culture moderates the relationship between managers' narcissistic tendencies and their knowledge hiding behavior. More specifically, managers who score high on narcissism and work in organizations characterized by high level of support culture are less likely to show knowledge hiding behavior than managers who score high on narcissism and work in organizations characterized by low level of support culture.

*Hypothesis 15b:* Support culture moderates the relationship between managers' psychopathic tendencies and their knowledge hiding behavior. More specifically, managers who score high on psychopathy and work in organizations characterized by high level of support culture are less likely to show knowledge hiding behavior than managers who score high on psychopathy and work in organizations characterized by low level of support culture.

*Hypothesis 15c:* Support culture moderates the relationship between managers' Machiavellianism tendencies and their knowledge hiding behavior. More specifically, managers who score high on Machiavellianism and work in organizations characterized by high level of support culture are less likely to show knowledge hiding behavior than managers who score high on Machiavellianism and work in organizations characterized by low level of support culture.

The proposed theoretical model of the study is presented in Figure 1.



**Figure 1:** The proposed model

## CHAPTER II

### METHOD

#### 2.1 PARTICIPANTS AND THE PROCEDURE

The data were collected from 53 white-collar managers and their subordinates ( $N = 223$ ), who have served in public and private sector organizations and have held managerial positions for at least 6 months and have at least one subordinate. Managers filled out the "manager questionnaire" and at least one subordinate of each manager filled out the "subordinate questionnaire". The surveys were prepared as an online questionnaire in the Qualtrics program using the existing account of the Çankaya University Psychology Department. It is aimed to reach the participants through snowball and convenience sampling methods after meeting with different organizations in mainly Ankara and İstanbul. In addition, the participant pool was expanded by sharing the project in online social networks and professional e-mail groups. The informed consent form was included in the questionnaire link that sent to the e-mail addresses of the participants. It was emphasized that individual responses to the survey would not be shared with any third party, including company executives. In the field of psychology, it is common to give small gifts or low cash prizes to participants to encourage participation in the study. Especially in the field of business and organizational psychology, although it has been repeatedly emphasized that the findings of the study are used only for scientific purposes and will not be shared with any third parties, individuals have high levels of anxiety about evaluating their managers and managers may refuse to participate in the studies. For this reason, collecting matched data from managers and subordinates is extremely difficult. Taking these conditions into account, the participants who completed the survey were awarded a virtual gift voucher worth 25 TL of the D&R Store (D&R Stores located in many different cities in Turkey, selling books, electronic goods, and gifts). Gift vouchers were sent to the participants via e-mail.



## 2.2 MEASURES

Manager survey included measures of Machiavellianism and psychopathy subscales of short dark triad (SD3) scale, narcissistic personality inventory, hypersensitive narcissism scale (HSNS), organizational culture scale and a demographic information form consisted of managers' gender, age, education level, managerial level, industry type, organizational culture, total tenure in the organization and total tenure as a manager.

The subordinate survey included measures of short dark triad (SD3) scale career support and psychosocial support scales, organizational culture scale and a demographic information form. consisted of subordinates' gender, age, education level, total tenure in the organization and total tenure with the manager.

The reason for including the organizational culture scale in both manager and subordinate surveys was that the aggregate scores of organizational culture were planned to be calculated and used in the main analyses. I thought that aggregate scores would give more meaningful and accurate results regarding the organizational culture. After the first analysis, however, it was seen that although there were small positive correlations, there was a major difference in perceptions of organizational culture between subordinates and managers. Mitrović and colleagues (2014: 42) explained this phenomenon very well. According to them, perception of organizational culture varies according to the employees' organizational tenure, tenure with the manager, both managers' and employees' gender, managerial level of the managers, types of organizations and other variables. In the present study, the maximum number of subordinates whose data were paired with data provided by the immediate supervisor (i.e., the manager who completed the manager survey) was 8. I thought that if the number of participants belonging to a certain organization was higher, getting aggregate scores would give much more meaningful results. For instance, we cannot expect a young female employee and a young male employee to have the same perception of organizational culture in a male-dominated engineering firm or we cannot expect introverted and extroverted employees to have the same perception of organizational culture in companies that make intense individual sales. Moreover, as the individuals who make operations within different branches of the same organization and communicate not only with subordinates but also with those having higher status in the organization, managers are more likely to have accurate

perceptions of the real organizational culture characteristics. Therefore, I decided to use managers' organizational culture data in the main analyses.

### **2.2.1 Dark Triad Personality Traits Scale**

Machiavellianism and psychopathy subscales of the 27-item Short Dark Triad (SD3) Scale developed by Jones and Paulhus (2014) were used to measure Machiavellianism and psychopathy personality traits. Each dimension is measured with 9 items. Participants make their evaluations using a 5-point Likert scale (1 = Strongly Disagree, 5 = Strongly Agree). The scale was adapted to Turkish by Özsoy, Rauthmann, Jonason, and Ardiç (2017). A sample item of the Machiavellianism subscale is " It's wise to keep track of information that you can use against people later." and a sample item psychopathy subscale is " Payback needs to be quick and nasty.". Özsoy and colleagues (2017: 13) reported that Cronbach's alpha internal consistency estimates were .79 and .70, for the psychopathy and Machiavellianism subscales, respectively.

In the present study, the Cronbach's alpha internal reliability estimate was calculated as .52 for the psychopathy subscale and as .75 for the Machiavellianism subscale. The results showed that for both scales, one item of the Machiavellianism subscale (i.e., It's not wise to tell your secrets) and one item of the psychopathy subscale (i.e., I have never gotten into trouble with the law) had negative inter-item correlations. Therefore, these two items were excluded from the subscales while calculating the scale scores. After these two items were excluded, the Cronbach's alpha reliability coefficients were calculated as .71 and .78 for the psychopathy and Machiavellianism subscales, respectively.

### **2.2.2 Narcissistic Personality Inventory**

The grandiose narcissism was measured using the scale developed by Raskin and Hall (1979) and rearranged by Ames (2005). The scale consists of 16 items and participants make their evaluations by marking the proposition that best suits them among each attitude pair. The scale was adapted to Turkish by Atay (2009: 190). A sample item pair is "I am neither better nor worse than many people / I think I am someone special". The Cronbach's alpha internal consistency reliability coefficient of the Turkish version of the scale was reported as .63.

In the present study, Cronbach's alpha internal reliability estimate was calculated as .69. The results showed that 2 items (i.e., I always know what I am doing. / Sometimes I am not sure of what I am doing) (i.e., I prefer to blend in with the crowd. / I like to be the center of the attention) had negative inter-item correlations. After these 2 items were excluded, the Cronbach's alpha reliability coefficient was calculated as .78.

### **2.2.3 Hypersensitive Narcissism Scale**

Vulnerable narcissism was measured using the hypersensitive narcissism scale developed by Hendin and Cheek (1997). The scale consists of ten items and participants give their answers using a 5-point Likert scale (1 = Strongly Disagree, 5 = Strongly Agree). The scale was adapted to Turkish by Şengül and colleagues (2015). A sample item is "When I enter a place, I often become aware of myself and feel that other people's eyes are on me". Şengül et al. (2015: 235) did not report the Cronbach's alpha reliability coefficient of the Turkish version of the scale with ten items. The Cronbach's alpha reliability coefficient of the 8-item version was reported as .66 (Şengül et al., 2015). In the present study, Cronbach's alpha reliability coefficient was found as .83.

### **2.2.4 Career Development and Psychosocial Support Scales**

Two scales developed by Noe (1988) were used to measure the degree of mentorship provided to employees by managers. The first scale is psychosocial mentoring, measured by 10 items, and the sample item is "I will try to be like my manager when I reach a similar position in my career." The second scale is the career support scale measured with 7 items and the sample item is "My manager assigns me assignments or tasks that will prepare me for an advanced position in my career." Participants make their evaluations using a 5-point Likert scale (1 = Strongly Disagree, 5 = Strongly Agree). Cronbach's alpha reliability coefficients were reported as .89 and .92 for the career support scale and psychosocial support scale respectively Noe (1988: 469). The scales were adapted to Turkish within the scope of the project that founded the basis of this thesis research using the traditional translation and back-translation procedures. The original scale was translated to Turkish by the researcher and the thesis supervisor separately. These two different translations were back-translated to English by two academicians who are fluent in both languages. Finally, the researcher

and the thesis supervisor checked whether the items were clear, concise, and relevant for measuring the constructs. The Cronbach's alpha reliability coefficients for the Turkish version were calculated as .87 and .94 for the career support scale and psychosocial support scale respectively.

### **2.2.5 Knowledge Hiding Scale**

Knowledge hiding was measured using a 12-item scale developed by Connelly, Zweig, Webster, and Trougakos (2012). The scale was adapted to Turkish within the scope of the project that founded the basis of this thesis research using the traditional translation and back-translation procedures. The original scale was translated to Turkish by the researcher and the thesis supervisor separately. These two different translations were back-translated to English by two academicians who are fluent in both languages. Finally, the researcher and the thesis supervisor checked whether the items were clear, concise, and relevant for measuring the constructs. The scale consists of 3 dimensions: evasive hiding, rationalized hiding, and playing dumb. A sample item for evasive hiding is "Agreed to help him/her but instead gave him/her information different from what s/he wanted". A sample item for rationalized hiding is "Explained that the information is confidential and only available to people on a particular project". A sample item for playing dumb is "Pretended that I did not know the information". Connelly et al. (2012: 75) reported that the Cronbach's alpha of each dimension was .84, .73, and .76, respectively; however, the authors did not report the Cronbach's alpha reliability estimate of the overall scale. In the present research, Cronbach's alpha reliability coefficient was .80 in the initial analysis. The results showed that 1 item (i.e, explained that the information is confidential and only available to people on a particular project) had a negative inter-item correlation. After the item was excluded, the Cronbach's alpha reliability coefficient was calculated as .83.

### **2.2.6 Organizational Culture Scale**

Organizational culture was measured using the Organizational Culture Scale developed by Ipek (1999: 17). The scale consists of thirty-seven items and four dimensions: power culture, role culture, achievement culture, and support culture. Participants make their evaluations using a 5-point Likert scale (1 = Strongly Disagree, 5 = Strongly Agree). The sample item for the power culture "Nobody wants to

contradict the management"; The sample item for the role culture is " Formal relations are in the foreground."; The sample item for the achievement culture is "In my organization, the result is more important than the formalities"; The sample item for the support culture is "Cooperation is preferred over competition". Cronbach's alpha internal consistency values of the scale range between .70 and .87. Therefore, this questionnaire is created for the context of education, the statements about the school in the items were replaced with the organization. For example, the item "Everyone protects and defends the school from outside" was changed to "Everyone protects and defends the organization from outside". In the present study, the Cronbach's alpha reliability coefficients were found as .64, .76, .82, and .89 for power culture, role culture, achievement culture, and support culture, respectively.



## **CHAPTER III**

### **RESULTS**

#### **3.1 OVERVIEW**

In this chapter, firstly, data screening and cleaning processes are presented. Secondly, the correlations among the study variables are presented and interpreted. Lastly, analyses conducted for testing the study hypotheses were presented in detail.

Statistical Package of Social Sciences (SPSS) version 21 (IBM CORP, 2015) was used to compute descriptive statistics and correlations. The proposed regression model of the study was tested using Structural Equation Modeling (SEM) technique by using AMOS 25.0 (Arbuckle, 2013). Moderated relationships were tested by performing Moderated Multiple Regression (MMR) using Process Macro 3.5.4 for SPSS by Hayes (2017).

#### **3.2 DATA SCREENING AND DATA CLEANING**

Since only the participants who completed the full survey package were included in the main data set, the data set did not include any missing values. Mahalanobis distance analysis was conducted to detect multivariate outliers. Three participants (one manager and two employees) were identified as multivariate outliers and the data they provided were excluded from the data set. Therefore, the final sample included 289 participants which formed 223 manager-subordinate pairs (i.e., 53 managers and 223 employees).

#### **3.3 DESCRIPTIVE STATISTICS AND BIVARIATE CORRELATIONS AMONG THE STUDY VARIABLES**

The means, standard deviations, minimum and maximum scores, skewness, and kurtosis values of study variables are presented in Table 2. Psychosocial support, career support, support culture scales had relatively high mean values. On the other hand, the means of vulnerable narcissism, Machiavellianism and psychopathy scales were relatively low.

**Table 1:** Means, Standard Deviations, Minimum and Maximum Scores, Skewness and Kurtosis Values of Study Variables

| Variables             | Mean   | SD   | Min. | Max.  | Skewness | Kurtosis |
|-----------------------|--------|------|------|-------|----------|----------|
| Vulnerable Narcissism | 2.67   | 0.75 | 1.30 | 4.50  | .24      | -.66     |
| Grandiose Narcissism  | 6.33   | 2.84 | 1.00 | 14.00 | .41      | -.03     |
| Machiavellianism      | 2.97   | 0.84 | 1.50 | 4.75  | .09      | -1.0     |
| Psychopathy           | 1.85   | 0.71 | 1.00 | 3.57  | .71      | -.48     |
| Power Culture         | 3.39   | 0.62 | 1.57 | 4.71  | -.44     | .28      |
| Role Culture          | 3.16   | 0.58 | 2.00 | 4.67  | .22      | -.59     |
| Achievement Culture   | 3.48   | 0.63 | 1.80 | 4.80  | -.34     | -.45     |
| Support Culture       | 3.52   | 0.73 | 1.50 | 5.00  | -.32     | -.31     |
| Career Support        | 3.17   | 0.90 | 1.00 | 5.00  | -.19     | -.54     |
| Psychosocial Support  | 3.44   | 0.96 | 1.10 | 5.00  | -.46     | -.62     |
| Knowledge Hiding      | 1.57   | 0.51 | 1.00 | 3.18  | .77      | -.20     |
| Valid N (listwise)    | 223.00 |      |      |       |          |          |

*Note:* Grandiose Narcissism was measured by NPI and the NPI was not designed as a Likert scale, so the mean and Maximum values are quite different than other variables.

Bivariate correlations among the study variables are presented in Table 3. Managers' age was negatively correlated with narcissism ( $r = -.22, p < .01$ ), Machiavellianism, ( $r = -.31, p < .01$ ), psychopathy, ( $r = -.20, p < .01$ ), and career ( $r = -.14, p < .05$ ) and psychosocial support ( $r = -.17, p < .01$ ). Moreover, managers' gender was positively correlated with narcissism ( $r = .50, p < .01$ ), Machiavellianism ( $r = .48, p < .01$ ), psychopathy ( $r = .51, p < .01$ ), and knowledge hiding ( $r = .34, p < .01$ ). To sum up, all three dimensions of the DT personality traits seem to be more common among male managers. Also, male managers reported higher levels of knowledge hiding behaviors than female managers.

As expected, managers' vulnerable narcissism was positively correlated with grandiose narcissism ( $r = .34, p < .01$ ), Machiavellianism ( $r = .59, p < .01$ ), psychopathy ( $r = .61, p < .01$ ), and knowledge hiding ( $r = .60, p < .01$ ). Grandiose narcissism was positively correlated with Machiavellianism ( $r = .64, p < .01$ ) and psychopathy ( $r = .65, p < .01$ ). Machiavellianism was positively correlated with psychopathy ( $r = .84, p < .01$ ) and knowledge hiding ( $r = .56, p < .01$ ).

**Table 2: Bivariate Correlations Among the Study Variables**

| Variables                           | 1      | 2    | 3     | 4      | 5     | 6      | 7     | 8      | 9     | 10     | 11    | 12    | 13    | 14    | 15 |
|-------------------------------------|--------|------|-------|--------|-------|--------|-------|--------|-------|--------|-------|-------|-------|-------|----|
| 1- Age (Employee)                   | -      |      |       |        |       |        |       |        |       |        |       |       |       |       |    |
| 2- Gender (Employee)                | .17*   | -    |       |        |       |        |       |        |       |        |       |       |       |       |    |
| 3- Education (Employee)             | .30**  | -.08 | -     |        |       |        |       |        |       |        |       |       |       |       |    |
| 4- Total Tenure (Employee)          | .60**  | -.00 | .09   | -      |       |        |       |        |       |        |       |       |       |       |    |
| 5- Tenure with Manager (Employee)   | .21**  | .04  | -.01  | .32**  | -     |        |       |        |       |        |       |       |       |       |    |
| 6- Age (Manager)                    | .34**  | .09  | .28** | .30**  | .23** | -      |       |        |       |        |       |       |       |       |    |
| 7- Gender (Manager)                 | -.12   | .09  | -.02  | -.24** | .14*  | -.16*  | -     |        |       |        |       |       |       |       |    |
| 8- Education (Manager)              | .38**  | .00  | .52** | .31**  | .02   | .33**  | -.14* | -      |       |        |       |       |       |       |    |
| 9- Total Tenure (Manager)           | .20**  | .14* | .13*  | .14*   | .34** | .25**  | .10   | .06    | -     |        |       |       |       |       |    |
| 10- Tenure as Manager (Manager)     | .03    | .05  | -.04  | .01    | .26** | .46**  | .04   | -.04   | .24** | -      |       |       |       |       |    |
| 11- Vulnerable Narcissism (Manager) | -.12   | .15* | -.08  | -.19** | .20** | -.22** | .50** | -.19** | -.03  | -.02   | -     |       |       |       |    |
| 12- Grandiose Narcissism (Manager)  | -.22** | .02  | -.06  | -.18** | .14*  | -.18** | .37** | -.13   | -.07  | -.11   | .34** | -     |       |       |    |
| 13- Machiavellianism (Manager)      | -.29** | .06  | -.10  | -.35** | .12   | -.32** | .48** | -.25** | -.03  | -.03   | .59** | .64** | -     |       |    |
| 14- Psychopathy (Manager)           | -.14*  | .08  | -.06  | -.25** | .22** | -.21** | .51** | -.18** | .03   | -.06   | .61** | .65** | .84** | -     |    |
| 15- Power culture (Manager)         | -.02   | .07  | .03   | -.05   | .05   | .00    | .17*  | .06    | -.04  | -.21** | .26** | .50** | .25** | .32** | -  |

Note. \*  $p < .05$ . \*\*  $p < .01$ . Gender was coded as “1” for females and “2” for males. Education level ranges from 1 (Primary school) to 7 (Doctoral Degree).



**Table 2: Continued**

| Variables                           | 1    | 2    | 3      | 4    | 5     | 6      | 7     | 8      | 9     | 10     | 11     | 12    | 13     | 14     | 15    |
|-------------------------------------|------|------|--------|------|-------|--------|-------|--------|-------|--------|--------|-------|--------|--------|-------|
| 16- Role Culture (Manager)          | .04  | -.04 | .14*   | .03  | -.13  | -.07   | -.00  | .05    | .00   | -.26** | -.18** | -.00  | -.17*  | -.18** | .29** |
| 17- Achievement culture (Manager)   | -.04 | -.00 | -.04   | .00  | .01   | .13    | .14*  | -.08   | -.11  | -.05   | .19**  | .37** | .12    | .14*   | .56** |
| 18- Support Culture (Manager)       | -.00 | -.02 | .11    | .05  | -.06  | .18**  | -.01  | .04    | -.07  | -.08   | -.17** | -.07  | -.29** | -.25** | .16*  |
| 19- Psychosocial Support (Employee) | -.01 | -.00 | -.19** | -.07 | -.09  | -.15*  | .04   | -.21** | -.12  | -.07   | .01    | -.08  | -.04   | -.09   | -.02  |
| 20- Career Support (Employee)       | -.09 | .08  | -.16*  | -.10 | -.15* | -.17** | .00   | -.18** | -.14* | -.16*  | .03    | -.15* | -.07   | -.12   | -.03  |
| 21- Knowledge Hiding (Manager)      | -.03 | .06  | .00    | -.01 | .20** | -.09   | .34** | .04    | .16*  | -.11   | .61**  | .39** | .55**  | .65**  | .30** |

Note. \*  $p < .05$ . \*\*  $p < .01$ . Gender was coded as “1” for females and “2” for males. Education level ranges from 1 (Primary school) to 7 (Doctoral Degree).

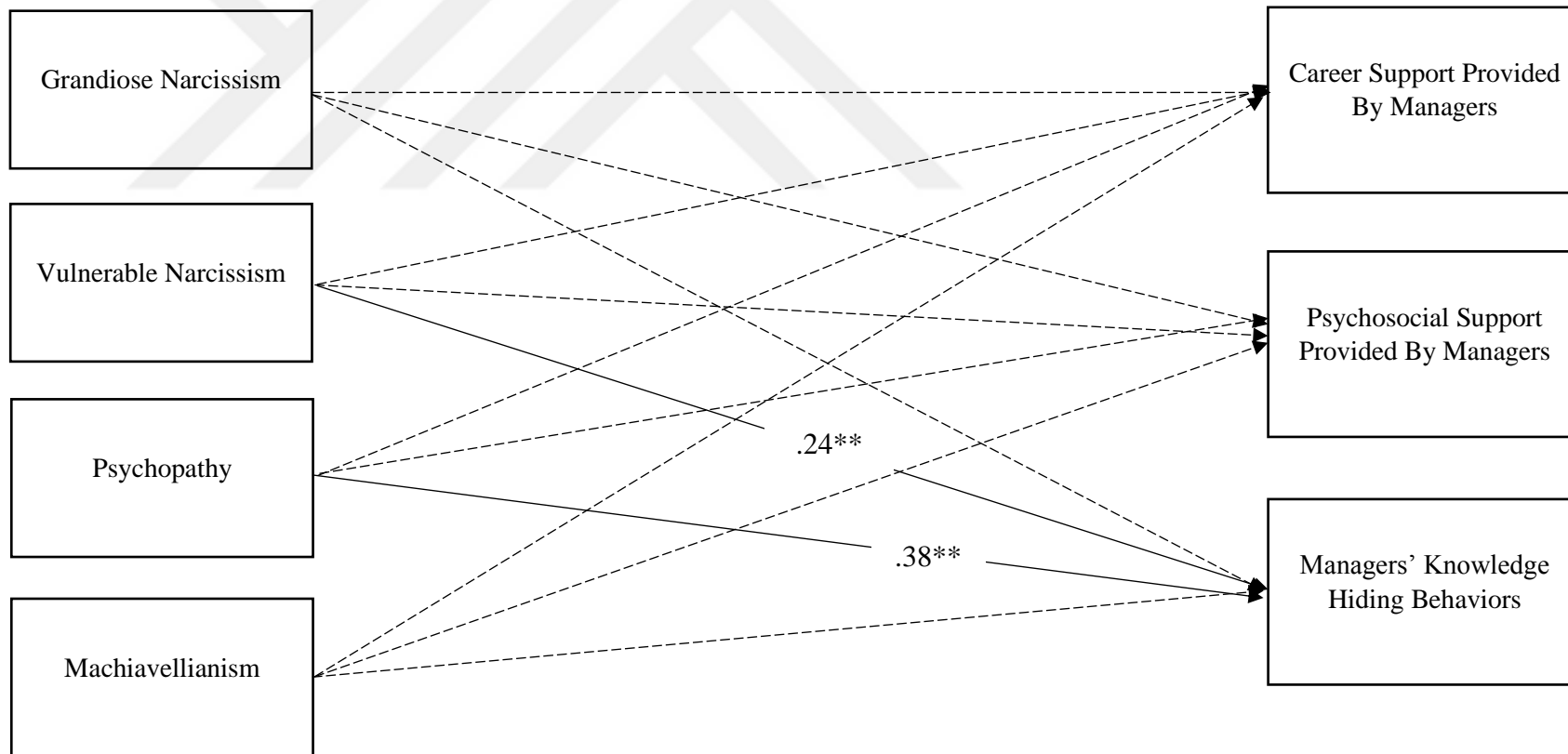
**Table 2: Continued**

| Variables                           | 16     | 17    | 18     | 19    | 20    |
|-------------------------------------|--------|-------|--------|-------|-------|
| 16- Role Culture (Manager)          | -      |       |        |       |       |
| 17- Achievement culture (Manager)   | .22**  | -     |        |       |       |
| 18- Support Culture (Manager)       | .60**  | .52** | -      |       |       |
| 19- Psychosocial Support (Employee) | .06    | .12   | .20**  | -     |       |
| 20- Career Support (Employee)       | .09    | .06   | .19**  | .81** | -     |
| 21- Knowledge Hiding (Manager)      | -.21** | .12   | -.37** | -.08  | -.14* |

Note. \*  $p < .05$ . \*\*  $p < .01$ . Gender was coded as “1” for females and “2” for males. Education level ranges from 1 (Primary school) to 7 (Doctoral Degree).

### **3.4 TESTING THE PROPOSED REGRESSION MODEL WITH SEM (HYPOTHESES 1A-3C)**

In order to test the hypothesized regression model, SEM was conducted using AMOS 25.0 (Arbuckle, 2013). I proposed that narcissism, psychopathy, and Machiavellianism would be directly linked to managers' intention to provide career and psychosocial support and managers' knowledge hiding behavior. The results indicated that the model (M1) provided acceptable fit to the data ( $\chi^2(N = 223, df = 2) = 6.45, CFI = .98, TLI = .78, NFI = .97, RMSEA = .10, p < .05$ ) (Figure 2). The results revealed that managers' vulnerable narcissism and psychopathic tendencies were significantly and positively related to their knowledge hiding behavior ( $\beta = .24, p < .01; \beta = .38, p < .01$ ). The remaining paths were insignificant. Specifically, the paths between Machiavellianism and all of the dependent variables were insignificant. The relationships of vulnerable narcissism with psychosocial and career support were also insignificant. The associations of psychopathy with psychosocial and career support were also insignificant. More importantly, grandiose narcissism was not significantly related to any of the dependent variables. Therefore, grandiose narcissism was excluded from the model and vulnerable narcissism is used as the indicator of managers' narcissism in the alternative models. Three alternative models were tested and the model in which the paths from Machiavellianism to psychosocial and career support were excluded provided the best fit to the data and this final model was labeled as Model 2 (M<sub>2</sub>) (Figure 3).



**Figure 2:** Standardized Parameter Estimates of the Proposed Model (M<sub>1</sub>)

Note. \* p < .05. \*\* p < .01. Dashed lines represent insignificant paths

As mentioned above, Model 2 ( $M_2$ ) provided good fit to the data ( $\chi^2(N = 223, df = 4) = 7.2, CFI = .98, TLI = .94, NFI = .97, RMSEA = .06, p = .13$ ).  $M_2$  revealed that the managers' vulnerable narcissism tendencies were not significantly related to their intention to provide career support ( $\beta = .11, p = .17$ ). Therefore, Hypothesis 1a which suggested that managers' narcissism tendencies would be positively associated with career support they provide to subordinates was not supported.

Managers' psychopathic tendencies were negatively related to career support they provided to their subordinates ( $\beta = -.17, p = .05$ ). Therefore, Hypothesis 1b which suggested that managers' psychopathic tendencies would be negatively associated with career support they provide to subordinates was fully supported.

Neither in the test of the proposed theoretical model nor in the tests of alternative models, Machiavellianism tendencies were significantly associated with managers' intention to provide career support; therefore, Hypothesis 1c which suggested that managers' Machiavellianism tendencies would not be significantly associated with career support they provide to subordinates was fully supported.

Managers' narcissism tendencies were positively related to their intention to provide psychosocial support to their subordinates ( $\beta = .11, p = .05$ ). Therefore, Hypothesis 2a which suggested that managers' narcissism tendencies would be positively associated with psychosocial support they provided to subordinates was fully supported.

Managers' psychopathic tendencies were negatively associated with psychosocial support they provided to their subordinates ( $\beta = -.22, p = .01$ ). Therefore, Hypothesis 2b which suggested that managers' psychopathic tendencies would be negatively associated with psychosocial support they provided to subordinates was fully supported.

Neither in the test of the proposed theoretical model nor in the tests of alternative models Machiavellianism tendencies were significantly associated with managers' intention to provide psychosocial support; therefore, Hypothesis 2c which suggested that managers' Machiavellianism tendencies would not be significantly associated with psychosocial support they provided to subordinates was fully supported.

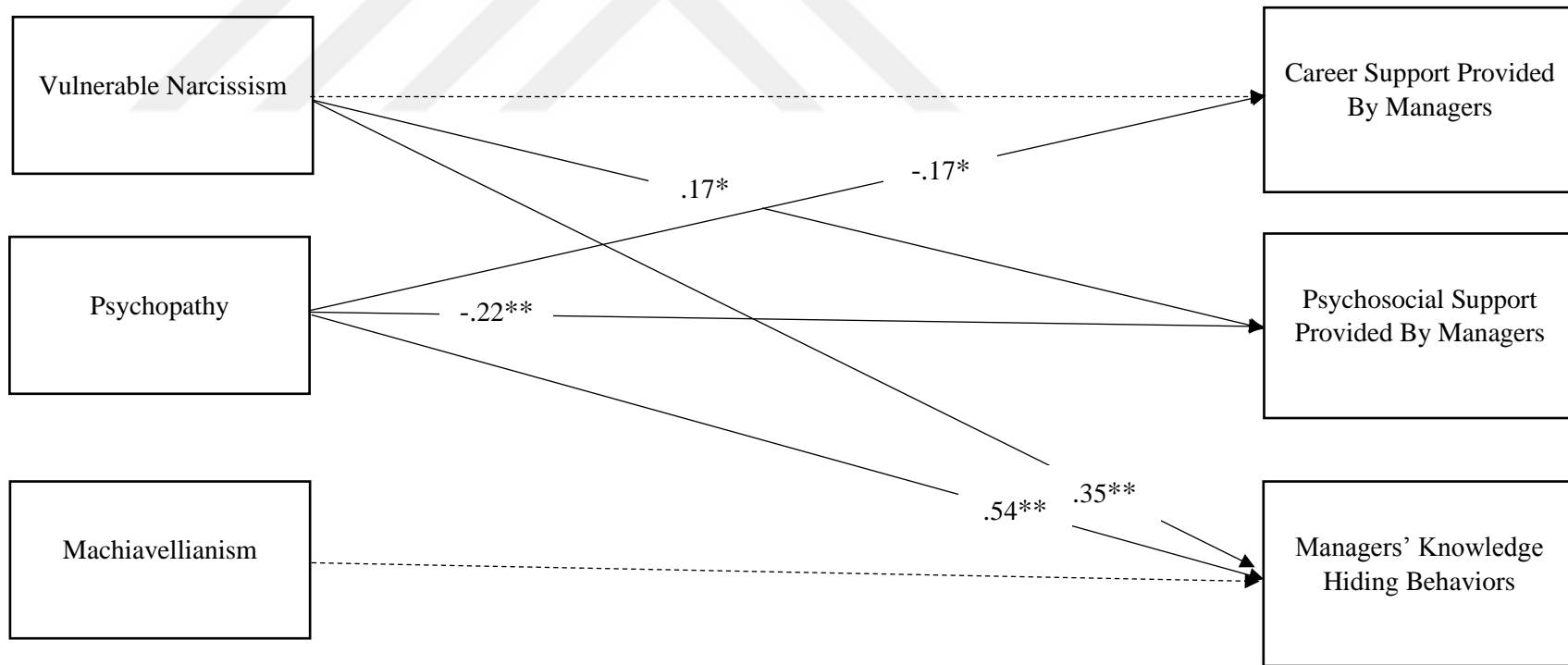
Contrary to expectations, managers' vulnerable narcissism tendencies were positively (rather than negatively) related to their knowledge hiding behaviors ( $\beta = .35, p < .001$ ). Therefore, Hypothesis 3a which suggested that managers' narcissism

tendencies would be negatively associated with their knowledge hiding behavior was not supported.

Managers' psychopathic tendencies were positively related to their knowledge hiding behaviors ( $\beta = .53, p < .001$ ). Therefore, Hypothesis 3b which suggested that managers' psychopathic tendencies would be positively associated with their knowledge hiding behavior was fully supported.

Managers' Machiavellian tendencies were not significantly associated with their knowledge hiding behaviors ( $\beta = -.10, p = .26$ ). Therefore, Hypothesis 3c which suggested that managers' Machiavellian tendencies would not be significantly associated with their knowledge hiding behavior was fully supported.

Since the relationships of managers' grandiose narcissism with career support, psychosocial support, and knowledge hiding were not significant, grandiose narcissism was not included in the moderation analyses. In the next part of the study, the narcissism type mentioned in the hypotheses is vulnerable narcissism.



**Figure 3:** Standardized Parameter Estimates of the Model 2 (M<sub>2</sub>)  
 Note. \*  $p < .05$ . \*\*  $p < .01$ . Dashed lines represent insignificant paths.

### 3.5 MODERATED MULTIPLE REGRESSION ANALYSES (HYPOTHESES 4A-15C)

Although the interaction effects of narcissism and power culture on managers' intention to contribute to subordinates' career development (i.e., career support) was significant  $B = -.27$ ,  $SE = .12$ ,  $p = .03$ ,  $CI [-.51, -.03]$ , the overall model was insignificant  $F(3,222) = 1.74$ ,  $p = .17$ . To clarify the relationships, simple slopes  $t$ -tests were conducted to understand whether each slope differs from zero. The unstandardized simple slope for managers -1 SD below the mean of power culture was  $B = .22$ ,  $SE = .12$ ,  $p = .07$ , 95%  $CI [-.01, .46]$ . The unstandardized simple slope for the managers + 1 SD above the mean of power culture was  $B = -.11$ ,  $SE = .10$ ,  $p = .28$ , 95%  $CI [-.31, .09]$ . Therefore, Hypothesis 4a which suggested that managers who scored high on narcissism and worked in organizations characterized by high level of power culture were less likely to provide career support to their subordinates than managers who scored high on narcissism and worked in organizations characterized by low level of power culture was not supported.

The findings revealed that power culture moderated the relationship between managers' psychopathy and their intentions to contribute to subordinates' career development ( $B = -.38$ ,  $SE = .15$ ,  $p < .01$ , 95%  $CI [-.66, -.09]$ ). The unstandardized simple slope for managers' -1 SD below the mean of power culture was  $B = .22$ ,  $SE = .16$ ,  $p = .16$ , 95%  $CI [-.09, .54]$ . The unstandardized simple slope for the managers + 1 SD above the mean of power culture was  $B = -.24$ ,  $SE = .10$ ,  $p = .02$ , 95%  $CI [-.44, -.04]$  (Figure 4). To be more specific, regardless of managers' psychopathy tendencies, the levels of managers' career support were not significantly different in organizations characterized by low level of power culture. On the other hand, managers who scored high on psychopathy and worked in organizations characterized by high level of power culture were less likely to provide career support to their subordinates than managers who scored low on psychopathy. Therefore, Hypothesis 4b which suggested that managers who scored high on psychopathy and worked in organizations characterized by high level of power culture were less likely to provide career support to their subordinates than managers who scored high on psychopathy and worked in organizations characterized by low level of power culture was fully supported.



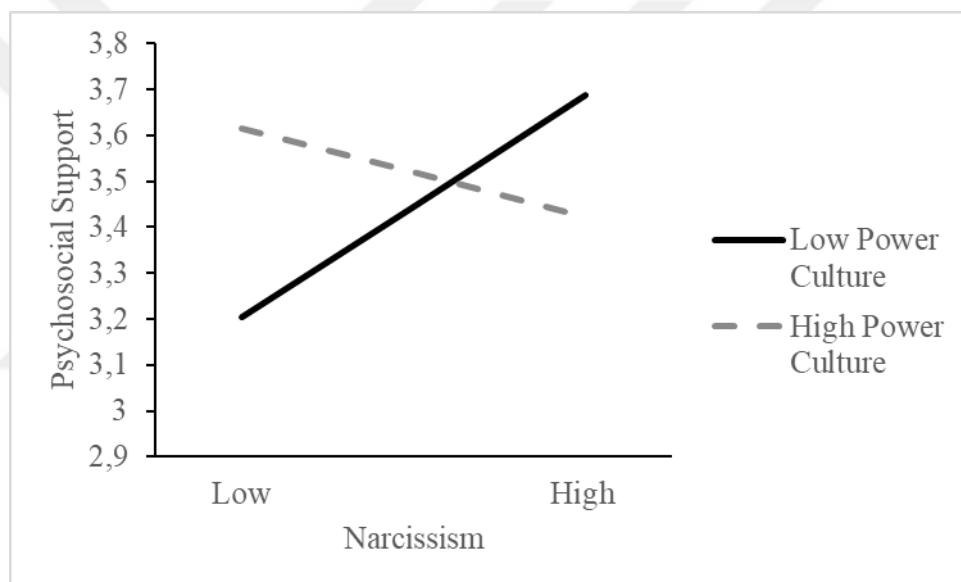


**Figure 4:** Moderating Effect of Power Culture in the Relationship Between Managers' Psychopathic Tendencies and Their Intention to Provide Career Support to Their Subordinates

According to the results, power culture did not significantly moderate the relationship between Machiavellianism and managers' career support. Although the interaction effect of Machiavellianism and power culture on managers' career support was significant  $B = -.31$ ,  $SE = .14$ ,  $p = .03$ ,  $CI [-.58, -.04]$ , the overall model was insignificant  $F(3,222) = 1.79$ ,  $p = .14$ . To clarify the relationships, simple slopes  $t$ -tests were conducted to understand whether each slope differs from zero. The unstandardized simple slope for managers -1 SD below the mean of power culture was  $B = .23$ ,  $SE = .14$ ,  $p = .11$ ,  $95\% CI [-.05, .51]$ . The unstandardized simple slope for the managers +1 SD above the mean of power culture was  $B = -.15$ ,  $SE = .09$ ,  $p = .08$ ,  $95\% CI [-.33, -.02]$ . Therefore, Hypothesis 4c which suggested that managers who scored high on Machiavellianism and worked in organizations characterized by high level of power culture were less likely to provide career support to their subordinates than managers who scored high on Machiavellianism and worked in organizations characterized by low level of power culture was not supported.

Power culture moderated the relationship between narcissism and managers' intention to provide psychosocial support to their subordinates. ( $B = -.36$ ,  $SE = .13$ ,  $p < .01$ ,  $95\% CI [-.61, -.11]$ ), The unstandardized simple slope for managers -1 SD below the mean of power culture was  $B = .32$ ,  $SE = .13$ ,  $p = .01$ ,  $95\% CI [.06, .57]$ . The unstandardized simple slope for the managers +1 SD above the mean of power culture

was  $B = -.12$ ,  $SE = .11$ ,  $p = .24$ , 95% CI  $[-.34, .08]$  (Figure 5). To be more specific, managers who scored high on narcissism and worked in organizations characterized by low level of power culture were more likely to provide psychosocial support to their subordinates. However, when the level of power culture increases, managers' psychosocial support decreases although the difference between the slopes were insignificant. Therefore, Hypothesis 5a which suggested that managers who scored high on narcissism and worked in organizations characterized by high level of power culture provide lower levels of psychosocial support than managers who scored high on narcissism and worked in organizations characterized by low level of power culture was supported.



**Figure 5:** Moderating Effect of Power Culture in the Relationship Between Managers' Narcissistic Tendencies and Their Intention to Provide Psychosocial Support to Their Subordinates

Power culture significantly moderated the relationship between psychopathy and managers' intention to provide psychosocial support to their subordinates. ( $B = -.34$ ,  $SE = .15$ ,  $p = .03$ , 95% CI  $[-.65, -.03]$ ), The unstandardized simple slope for managers' -1 SD below the mean of power culture was  $B = .16$ ,  $SE = .17$ ,  $p = .36$ , 95% CI  $[-.18, .50]$ . The unstandardized simple slope for the managers + 1 SD above the mean of power culture was  $B = -.27$ ,  $SE = .11$ ,  $p = .01$ , 95% CI  $[-.47, .05]$  (Figure 6). To be more specific, managers who scored high on psychopathy and worked in organizations characterized by low level of power culture were more likely to provide psychosocial

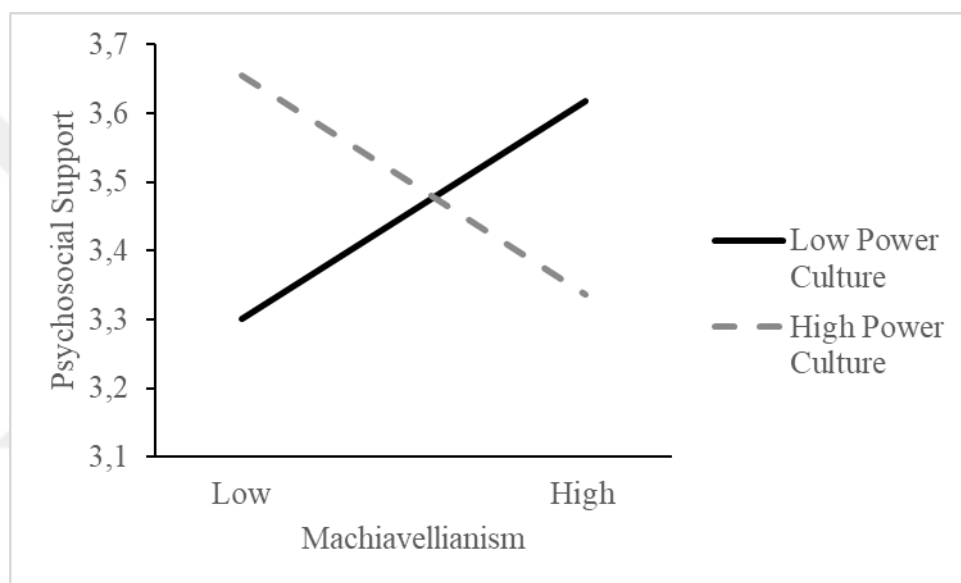
support to their subordinates. Regardless of their psychopathic tendencies, the levels of managers' psychosocial support were lower in high level of power culture organizations than it was in low level of power culture contexts. Hypothesis 5b which suggested that managers who scored high on psychopathy and worked in organizations characterized by high level of power culture provided lower levels of psychosocial support than managers who scored high on psychopathy and worked in organizations characterized by low level of power culture was supported.



**Figure 6:** Moderating Effect of Power Culture in the Relationship Between Managers' Psychopathic Tendencies and Their Intention to Provide Psychosocial Support to Their Subordinates

Power culture moderated the relationship between managers' Machiavellianism tendencies and their intention to provide psychosocial support to their subordinates. Although interaction effects of Machiavellianism and managers' intention to provide psychosocial support to their subordinates is significant  $B = -.31$ ,  $SE = .15$ ,  $p = .04$ ,  $CI [-.60, -.01]$ , overall model was insignificant  $F(3,222) = 1.80$ ,  $p = .15$ . To clarify the relationship, simple slopes t-tests were conducted to understand whether each slope differs from zero. The unstandardized simple slope for managers - 1 SD below the mean of power culture was  $B = .19$ ,  $SE = .15$ ,  $p = .22$ , 95%  $CI [-.11, .49]$ . The unstandardized simple slope for the managers + 1 SD above the mean of power culture was  $B = -.19$ ,  $SE = .09$ ,  $p < .05$ , 95%  $CI [-.37, -.00]$  (Figure 7). To be more specific, regardless of managers' Machiavellianism tendencies, the levels of

managers' psychosocial support were not significantly different in organizations characterized by low level of power culture. On the other hand, in organizations characterized by high level of power culture, managers who scored high on Machiavellianism provided lower levels of psychosocial support than managers who scored low on Machiavellianism. Therefore, Hypothesis 5c which suggested that managers who scored high on Machiavellianism and worked in organizations characterized by high level of power culture provide lower levels of psychosocial support than managers who scored high on Machiavellianism and worked in organizations characterized by low level of power culture was supported.



**Figure 7:** Moderating Effect of Power Culture in the Relationship Between Managers' Machiavellianism Tendencies and Their Intention to Provide Psychosocial Support to Their Subordinates

Power culture significantly moderated the relationship between managers' narcissistic tendencies and their knowledge hiding behavior ( $B = 17, SE = .05, p < .01, 95\% CI [.06, .27]$ ), The unstandardized simple slope for managers -1 SD below the mean of power culture was  $B = 26, SE = .05, p = .00, 95\% CI [.16, .37]$ . The unstandardized simple slope for the managers + 1 SD above the mean of power culture was  $B = 47, SE = .04, p = .00, 95\% CI [.39, .56]$  (Figure 8). Therefore, Hypothesis 6a which suggested that managers who scored high on narcissism and worked in organizations characterized by high level of power culture were more likely to show

knowledge hiding behavior than managers who scored high on narcissism and worked in organizations characterized by low level of power culture was fully supported.

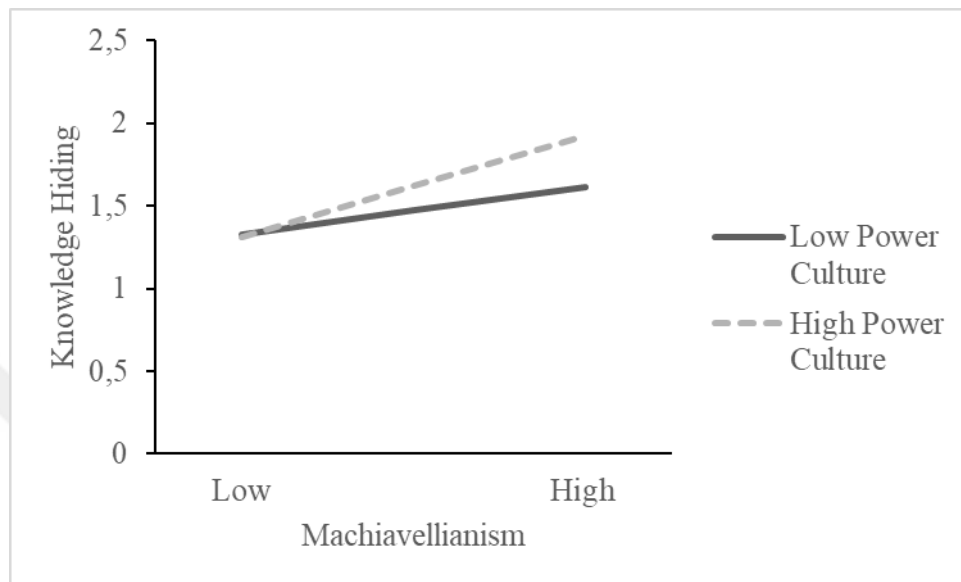


**Figure 8:** Moderating Effect of Power Culture in the Relationship Between Managers' Narcissism Tendencies and Their Knowledge Hiding Behaviors

Power culture did not significantly moderate the relationship between managers' psychopathic tendencies and their knowledge hiding behavior. Although overall model was significant  $F(3,222) = 59.8, p < .01$ , the interaction effects were insignificant ( $B = .12, SE = .06, p = .06, 95\% CI [-.02, .24]$ ). Therefore, Hypothesis 6b which suggested that managers who scored high on psychopathy and worked in organizations characterized by high level of power culture were more likely to show knowledge hiding behavior than managers who scored high on psychopathy and worked in organizations characterized by low level of power culture was not supported.

Power culture significantly moderated the relationship between managers' Machiavellian tendencies and their knowledge hiding behavior ( $B = .15, SE = .066, p = .02, 95\% CI [.02, .28]$ ). The unstandardized simple slope for managers -1 SD below the mean of power culture was  $B = .17, SE = .07, p = .01, 95\% CI [.04, .30]$ . The unstandardized simple slope for the managers + 1 SD above the mean of power culture was  $B = .36, SE = .04, p = .00, 95\% CI [.28, .44]$  (Figure 9). Although the interaction effect was significant, the directions of the relationships were the opposite of the proposed relationships. Therefore, Hypothesis 6c which suggested that managers who

scored high on Machiavellianism and worked in organizations characterized by high level of power culture were more likely to show knowledge hiding behavior than managers who scored high on Machiavellianism and worked in organizations characterized by low level of power culture was supported.



**Figure 9:** Moderating Effect of Power Culture in the Relationship Between Managers' Machiavellianism Tendencies and Their Knowledge Hiding Behavior

Role culture did not significantly moderate the relationship between managers' narcissistic tendencies and their intention to provide career support to their subordinates. Both overall model  $F(3,222) = 1.36, p = .25$  and interaction effects were insignificant ( $B = .23, SE = .13, p = .08, 95\% CI [-.03, .49]$ ). Therefore, Hypothesis 7a which suggested that managers who scored high on narcissism and worked in organizations characterized by high level of role culture were more likely to provide career support to their subordinates than managers who scored high on narcissism and worked in organizations characterized by low level of role culture was not supported.

Role culture did not significantly moderate the relationship between managers' psychopathic tendencies and their intention to provide career support to their subordinates. Both overall model  $F(3,222) = 0.90, p = .44$  and interaction effects were insignificant ( $B = .07, SE = .14, p = .64, 95\% CI [-.21, .34]$ ). Therefore, Hypothesis 7b which suggested that managers who scored high on psychopathy and worked in organizations characterized by high level of role culture were more likely to provide career support to their subordinates than managers who scored high on psychopathy

and worked in organizations characterized by low level of role culture was not supported.

Role culture did not significantly moderate the relationship between managers' Machiavellian tendencies and their intention to provide career support to their subordinates. Both overall model  $F(3,222) = 0.82, p = .69$  and interaction effects were insignificant ( $B = .07, SE = .12, p = .55, 95\% CI [-.21, .34]$ ). Therefore, Hypothesis 7c which suggested managers who scored high on Machiavellianism and worked in organizations characterized by high level of role culture were more likely to provide career support to their subordinates than managers who scored high on Machiavellianism and worked in organizations characterized by low level of role culture was not supported.

Role culture did not significantly moderate the relationship between managers' narcissistic tendencies and their intention to provide psychosocial support to their subordinates. Both overall model  $F(3,222) = 1.37, p = .25$  and interaction effects were insignificant ( $B = .19, SE = .14, p = .19, 95\% CI [-.09, .46]$ ). Therefore, Hypothesis 8a which suggested that managers who scored high on narcissism and worked in organizations characterized by high level of role culture were more likely to provide psychosocial support to their subordinates than managers who scored high on narcissism and worked in organizations characterized by low level of role culture was not supported.

Role culture did not significantly moderate the relationship between managers' psychopathic tendencies and their intention to provide psychosocial support to their subordinates. Both overall model  $F(3,222) = 1.51, p = .21$  and interaction effects were insignificant ( $B = .10, SE = .15, p = .51, 95\% CI [-.19, .38]$ ). Therefore, Hypothesis 8b which suggested that managers who scored high on psychopathy and worked in organizations characterized by high level of role culture were more likely to provide psychosocial support to their subordinates than managers who scored high on psychopathy and worked in organizations characterized by low level of role culture was not supported.

Role culture did not significantly moderate the relationship between managers' psychopathic tendencies and their intention to provide psychosocial support to their subordinates. Both overall model  $F(3,222) = 1.12, p = .34$  and interaction effects were insignificant ( $B = .11, SE = .13, p = .39, 95\% CI [-.14, .36]$ ). Therefore, Hypothesis 8c which suggested that managers who scored high on Machiavellianism and worked in

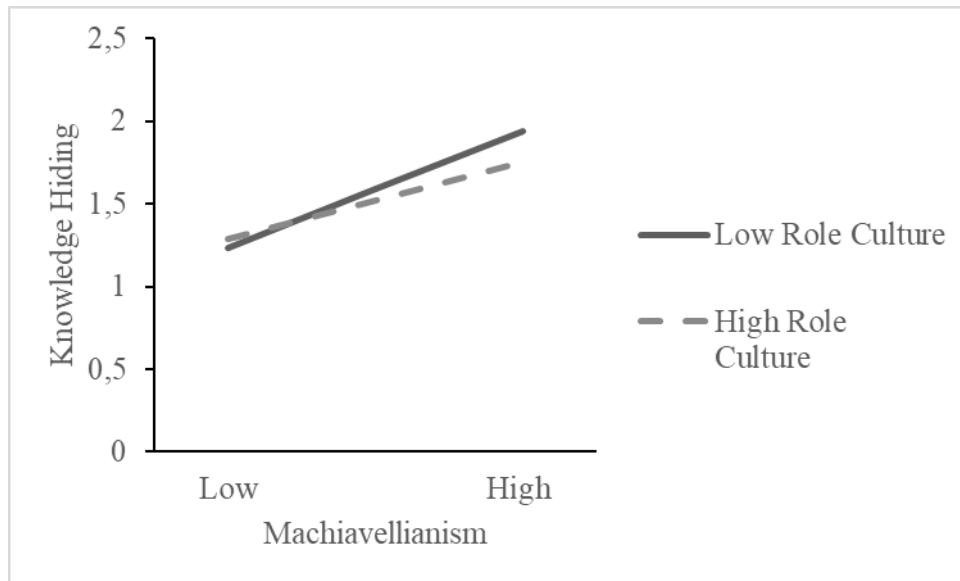
organizations characterized by high level of role culture were more likely to provide psychosocial support to their subordinates than managers who scored high on Machiavellianism and worked in organizations characterized by low level of role culture was not supported.

Role culture did not significantly moderate the relationship between managers' narcissistic tendencies and their knowledge hiding behavior. Although overall model was significant  $F(3,222) = 47, p < .01$ , the interaction effects were insignificant ( $B = -.10, SE = .06, p = .08, 95\% CI [-.22, .01]$ ). Therefore, Hypothesis 9a which suggested that managers who scored high on narcissism and worked in organizations characterized by high level of role culture were less likely to show knowledge hiding behavior than managers who scored high on narcissism and worked in organizations characterized by low level of role culture was not supported.

Role culture did not significantly moderate the relationship between managers' psychopathic tendencies and their knowledge hiding behavior. Although overall model was significant  $F(3,222) = 47, p < .01$ , the interaction effects were insignificant ( $B = -.10, SE = .06, p = .08, 95\% CI [-.22, .01]$ ). Therefore, Hypothesis 9b which suggested that managers who scored high on psychopathy and worked in organizations characterized by high level of role culture were less likely to show knowledge hiding behavior than managers who scored high on psychopathy and worked in organizations characterized by low level of role culture was not supported.

However, role culture significantly moderated the relationship between managers' Machiavellianism tendencies and their knowledge hiding behavior ( $B = .52, SE = .06, p = .03, 95\% CI [-.23, .01]$ ). The unstandardized simple slope for managers -1 SD below the mean of role culture was  $B = .62, SE = .06, p = .01, 95\% CI [.31, .53]$ . The unstandardized simple slope for the managers + 1 SD above the mean of role culture was  $B = .28, SE = .04, p = .00, 95\% CI [.20, .36]$  (Figure 10). Therefore, Hypothesis 9c which suggested that managers who scored high on Machiavellianism and worked in organizations characterized by high level of role culture were less likely to show knowledge hiding behavior than managers who scored high on Machiavellianism and worked in organizations characterized by low level of role culture was fully supported.





**Figure 10:** Moderating Effect of Role Culture in the Relationship Between Managers' Machiavellianism Tendencies and Their Knowledge Hiding Behavior

Achievement culture did not significantly moderate the relationship between managers' narcissistic tendencies and their intention to provide career support to their subordinates. Both overall model  $F(3,222) = 1.93, p = .12$  and interaction effects were insignificant ( $B = -.22, SE = .13, p = .10, 95\% \text{ CI} [-.50, .04]$ ). Therefore, Hypothesis 10a which suggested that managers who scored high on narcissism and worked in organizations characterized by high level of achievement culture were less likely to provide career support to their subordinates than managers who scored high on narcissism and worked in organizations characterized by low level of achievement culture was not supported.

Achievement culture did not significantly moderate the relationship between managers' psychopathic tendencies and their intention to provide career support to their subordinates. Both overall model  $F(3,222) = 2.07, p = .10$  and interaction effects were insignificant ( $B = -.07, SE = .14, p = .63, 95\% \text{ CI} [-.35, .21]$ ). Therefore, Hypothesis 10b which suggested that managers who scored high on psychopathy and worked in organizations characterized by high level of achievement culture were less likely to provide career support to their subordinates than managers who scored high on psychopathy and worked in organizations characterized by low level of achievement culture was not supported.

Achievement culture did not significantly moderate the relationship between managers' Machiavellian tendencies and their intention to provide career support to

their subordinates. Both overall model  $F(3,222) = 1.40, p = .24$  and interaction effects were insignificant ( $B = .08, SE = .13, p = .55, 95\% CI [-.17, .32]$ ). Therefore, Hypothesis 10c which suggested that managers who scored high on Machiavellianism and worked in organizations characterized by high level of achievement culture were less likely to provide career support to their subordinates than managers who scored high on Machiavellianism and worked in organizations characterized by low level of achievement culture was not supported.

Achievement culture did not significantly moderate the relationship between managers' narcissistic tendencies and their intention to provide psychosocial support to their subordinates. Both overall model  $F(3,222) = 1.34, p = .26$  and interaction effects were insignificant ( $B = -.26, SE = .14, p = .07, 95\% CI [-.54, .02]$ ). Therefore, Hypothesis 11a which suggested that managers who scored high on narcissism and worked in organizations characterized by high level of achievement culture provide lower levels of psychosocial support than managers who scored high on narcissism and worked in organizations characterized by low level of achievement culture was not supported.

Achievement culture did not significantly moderate the relationship between managers' psychopathic tendencies and their intention to provide psychosocial support to their subordinates. Both overall model  $F(3,222) = 1.63, p = .18$  and interaction effects were insignificant ( $B = -.13, SE = .15, p = .40, 95\% CI [-.53, .17]$ ). Therefore, Hypothesis 11b which suggested that managers who scored high on psychopathy and worked in organizations characterized by high level of achievement culture provide lower levels of psychosocial support than managers who scored high on psychopathy and worked in organizations characterized by low level of achievement culture was not supported.

Achievement culture did not significantly moderate the relationship between managers' Machiavellian tendencies and their intention to provide psychosocial support to their subordinates. Both overall model  $F(3,222) = 0.7, p = .54$  and interaction effects were insignificant ( $B = .03, SE = .14, p = .85, 95\% CI [-.24, .29]$ ). Therefore, Hypothesis 11c which suggested that managers who scored high on Machiavellianism and worked in organizations characterized by high level of achievement culture provide lower levels of psychosocial support than managers who scored high on Machiavellianism and worked in organizations characterized by low level of achievement culture was not supported.

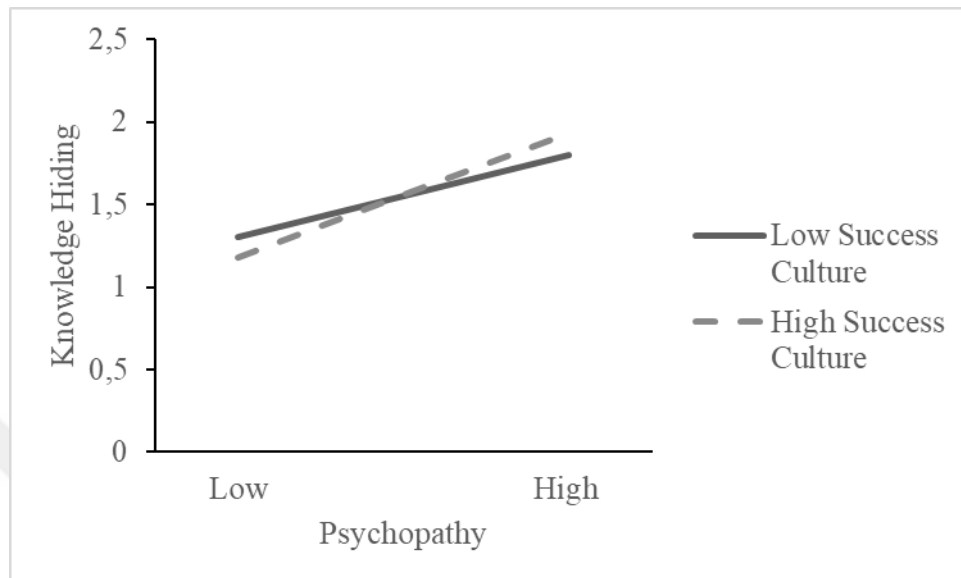
On the other hand, achievement culture significantly moderated the relationship between managers' narcissistic tendencies and their knowledge hiding behavior ( $B = .29$ ,  $SE = .06$ ,  $p < .01$ , 95% CI [.18, .41]), The unstandardized simple slope for managers -1 SD below the mean of achievement culture was  $B = .20$ ,  $SE = .06$ ,  $p < .01$ , 95% CI [.09, .30]. The unstandardized simple slope for the managers + 1 SD above the mean of achievement culture was  $B = .57$ ,  $SE = .05$ ,  $p = .00$ , 95% CI [.48, .66] (Figure 11). Therefore, Hypothesis 12a which suggested that managers who scored high on narcissism and worked in organizations characterized by high level of achievement culture were more likely to show knowledge hiding behavior than managers who scored high on narcissism and worked in organizations characterized by low level of achievement culture was fully supported.



**Figure 11:** Moderating Effect of Achievement Culture in the Relationship Between Managers' Narcissism Tendencies and Their Knowledge Hiding Behavior

Achievement culture also significantly moderated the relationship between managers' psychopathic tendencies and their knowledge hiding behavior ( $B = .15$ ,  $SE = .06$ ,  $p = .02$ , 95% CI [.03, .27]), The unstandardized simple slope for managers -1 SD below the mean of achievement culture was  $B = .35$ ,  $SE = .06$ ,  $p = .00$ , 95% CI [.23, .47]. The unstandardized simple slope for the managers + 1 SD above the mean of achievement culture was  $B = .54$ ,  $SE = .05$ ,  $p = .00$ , 95% CI [.45, .63] (Figure 12). Therefore, Hypothesis 12b which suggested that managers who scored high on psychopathy and worked in organizations characterized by high level of achievement

culture were more likely to show knowledge hiding behavior than managers who scored high on psychopathy and worked in organizations characterized by low level of achievement culture was fully supported.

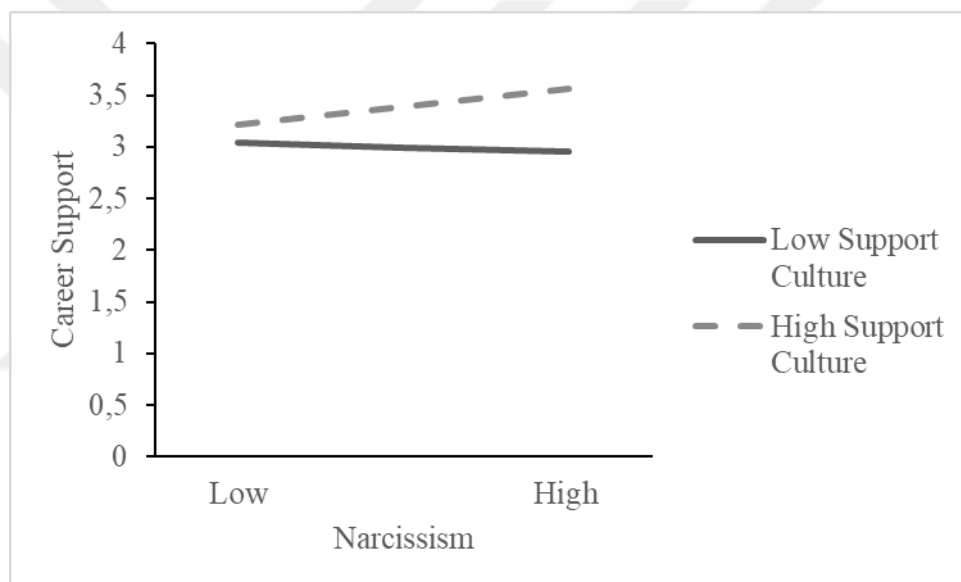


**Figure 12:** Moderating Effect of Achievement Culture in the Relationship Between Managers' Psychopathic Tendencies and Their Knowledge Hiding Behaviors

Achievement culture did not significantly moderate the relationship between managers' Machiavellian tendencies and their knowledge hiding behavior. Although overall model was significant  $F(3,222) = 34, p < .01$ , the interaction effects were insignificant ( $B = .11, SE = .06, p = .07, 95\% CI [-.01, .23]$ ). Therefore, Hypothesis 12c which suggested that managers who scored high on Machiavellianism and worked in organizations characterized by high level of achievement culture were more likely to show knowledge hiding behavior than managers who scored high on Machiavellianism and worked in organizations characterized by low level of achievement culture was not supported.

Support culture significantly moderated the relationship between managers' narcissistic tendencies and their intention to provide career support to their subordinates. ( $B = .20, SE = .10, p = .00, 95\% CI [.01, .40]$ ). The unstandardized simple slope for managers -1 SD below the mean of support culture was  $B = -.06, SE = .10, p = .53, 95\% CI [-.26, .13]$ . The unstandardized simple slope for the managers + 1 SD above the mean of support culture was  $B = .24, SE = .12, p = .04, 95\% CI [.01, .47]$  (Figure 13). To be more specific, regardless of managers' narcissistic tendencies, the

levels of managers' career support were not significantly different in organizations characterized by low level of support culture. On the other hand, in organizations characterized by high level of support culture, managers who scored high on narcissism were more likely to provide career support to their subordinates than managers who scored low on narcissism. Therefore, Hypothesis 13a which suggested that managers who scored high on narcissism and worked in organizations characterized by high level of support culture were more likely to provide career support to their subordinates than managers who scored high on narcissism and worked in organizations characterized by low level of support culture was fully supported.

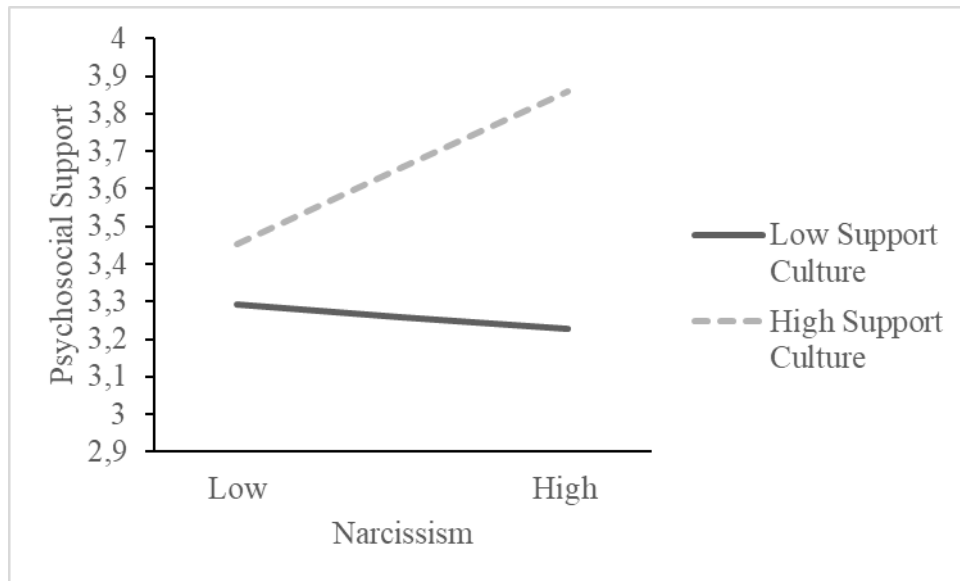


**Figure 13:** Moderating Effect of Support Culture in the Relationship Between Managers' Narcissism Tendencies and Their Intention to Provide Career Support to Their Subordinates

Support culture did not significantly moderate the relationship between managers' psychopathic tendencies and their intention to provide career support to their subordinates. Although overall model was significant  $F(3,222) = 4.34, p < .01$ , the interaction effects were insignificant ( $B = .23, SE = .13, p = .09, 95\% CI [-.03, .49]$ ). Therefore, Hypothesis 13b which suggested that managers who scored high on psychopathy and worked in organizations characterized by high level of support culture were more likely to provide career support to their subordinates than managers who scored high on psychopathy and worked in organizations characterized by low level of support culture was not supported.

Support culture did not significantly moderate the relationship between managers' Machiavellian tendencies and their intention to provide career support to their subordinates. Although both overall model  $F(3,222) = 4.90, p < .01$  and the interaction effects were significant ( $B = .23, SE = .10, p = .03, 95\% CI [.02, .43]$ ). The unstandardized simple slope for managers -1 SD below the mean of support culture was  $B = -.19, SE = .12, p = .10, 95\% CI [-.43, .04]$ . The unstandardized simple slope for the managers + 1 SD above the mean of support culture was  $B = .14, SE = .09, p = .13, 95\% CI [.01, .47]$ . To clarify, in the initial analysis, the relationship between managers' Machiavellian tendencies and their intention to contribute career development seems to be moderated by support culture, but according to the unstandardized simple slope t-test, support culture did not significantly moderate this relationship. Therefore, Hypothesis 13c which suggested that managers who scored high on Machiavellianism and worked in organizations characterized by high level of support culture were more likely to provide career support to their subordinates than managers who scored high on Machiavellianism and worked in organizations characterized by low level of support culture was not supported.

On the other hand, support culture significantly moderated the relationship between managers' narcissistic tendencies and their intention to provide psychosocial support to subordinates. ( $B = .21, SE = .10, p = .02, 95\% CI [.01, .42]$ ), The unstandardized simple slope for managers -1 SD below the mean of support culture was  $B = -.04, SE = .11, p = .69, 95\% CI [-.25, .17]$ . The unstandardized simple slope for the managers + 1 SD above the mean of support culture was  $B = .27, SE = .12, p = .03, 95\% CI [.25, .51]$  (Figure 14). To be more specific, regardless of managers' narcissistic tendencies, the levels of managers' psychosocial support were not significantly different in organizations characterized by low level of support culture. On the other hand, in organizations characterized by high level of support culture, managers who scored high on narcissism were more likely to provide psychosocial support to their subordinates than managers who scored low on narcissism. Therefore, Hypothesis 14a which suggested that managers who scored high on narcissism and worked in organizations characterized by high level of support culture were more likely to provide psychosocial support to their subordinates than managers who scored high on narcissism and worked in organizations characterized by low level of support culture was fully supported.



**Figure 14:** Moderating Effect of Support Culture in the Relationship Between Managers' Narcissism Tendencies and Their Intention to Provide Psychosocial Support to Their Subordinates

Support culture did not significantly moderate the relationship between managers' psychopathic tendencies and their intention to provide career support to their subordinates. Although overall model was significant  $F(3,222) = 4.23, p < .01$ , the interaction effects were insignificant ( $B = .25, SE = .14, p = .07, 95\% CI [-.03, .53]$ ). Therefore, Hypothesis 14b which suggested that managers who scored high on psychopathy and worked in organizations characterized by high level of support culture were more likely to provide career support to their subordinates than managers who scored high on psychopathy and worked in organizations characterized by low level of support culture was not supported.

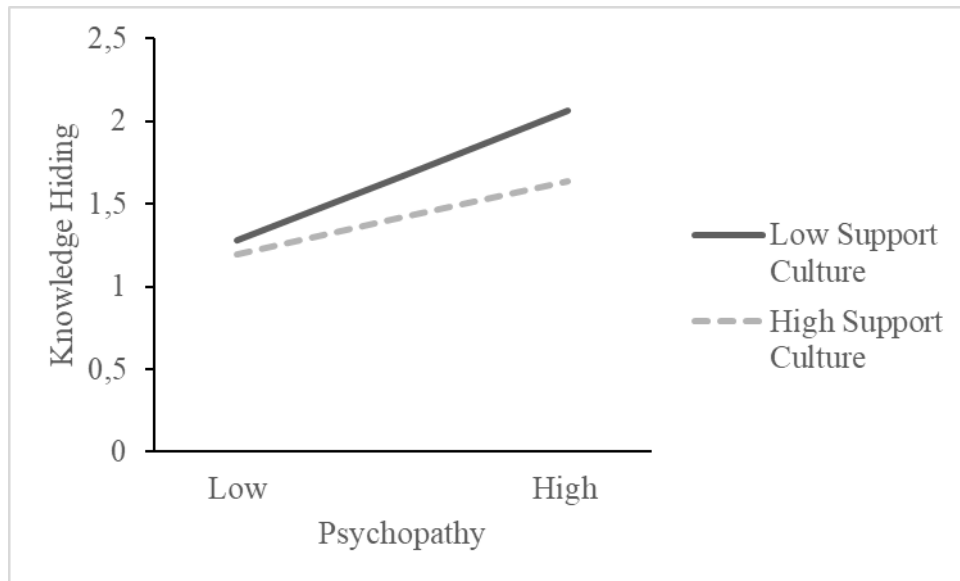
Support culture did not significantly moderate the relationship between managers' Machiavellian tendencies and their intention to provide career support to their subordinates. Although both overall model  $F(3,222) = 4.33, p < .01$  and the interaction effects were significant ( $B = .23, SE = .11, p = .03, 95\% CI [.01, .44]$ ). The unstandardized simple slope for managers -1 SD below the mean of support culture was  $B = -.24, SE = .13, p = .06, 95\% CI [-.49, .01]$ . The unstandardized simple slope for the managers + 1 SD above the mean of support culture was  $B = .10, SE = .10, p = .30, 95\% CI [-.09, .29]$ . To clarify, both main effects of managers' Machiavellian tendencies and support culture on managers' intention to provide career support to their subordinates was significant but the interaction effects of both were insignificant.

As a conclusion, support culture did not significantly moderate this relationship. Therefore, Hypothesis 14c which suggested that managers who scored high on Machiavellianism and worked in organizations characterized by high level of support culture were more likely to provide career support to their subordinates than managers who scored high on Machiavellianism and worked in organizations characterized by low level of support culture was not supported.

Support culture did not significantly moderate the relationship between managers' narcissistic tendencies and their knowledge hiding behavior. Although overall model was significant  $F(3,222) = 59.19, p < .01$ , the interaction effects were insignificant ( $B = .03, SE = .04, p = .52, 95\% CI [.11, .06]$ ). Therefore, Hypothesis 15a which suggested that managers who scored high on narcissism and worked in organizations characterized by high level of support culture were less likely to show knowledge hiding behavior than managers who scored high on narcissism and worked in organizations characterized by low level of support culture was not supported.

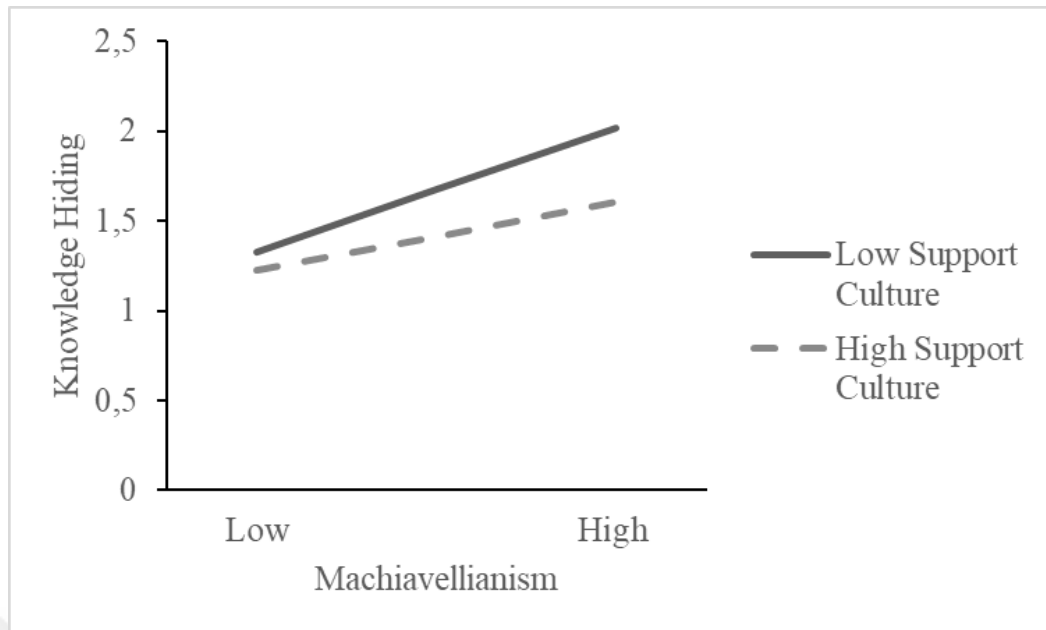
On the other hand, support culture significantly moderated the relationship between managers' psychopathic tendencies and their knowledge hiding behavior ( $B = -.17, SE = .05, p < .01, 95\% CI [-.28, -.06]$ ). The unstandardized simple slope for managers -1 SD below the mean of achievement culture was  $B = .56, SE = .05, p < .01, 95\% CI [.45, .67]$ . The unstandardized simple slope for the managers + 1 SD above the mean of achievement culture was  $B = .31, SE = .05, p < .01, 95\% CI [.21, .42]$  (Figure 15). Therefore, Hypothesis 15b which suggested that managers who scored high on psychopathy and worked in organizations characterized by high level of support culture were less likely to show knowledge hiding behavior than managers who scored high on psychopathy and worked in organizations characterized by low level of support culture was fully supported.





**Figure 15:** Moderating Effect of Support Culture in the Relationship Between Managers' Psychopathic Tendencies and Their Knowledge Hiding Behaviors

Support culture significantly moderated the relationship between managers' Machiavellianism tendencies and their knowledge hiding behavior ( $B = -.12$ ,  $SE = .05$ ,  $p < .01$ , 95% CI  $[-.22, -.03]$ ). The unstandardized simple slope for managers -1 SD below the mean of achievement culture was  $B = .41$ ,  $SE = .05$ ,  $p < .01$ , 95% CI  $[.30, .52]$ . The unstandardized simple slope for the managers + 1 SD above the mean of achievement culture was  $B = .23$ ,  $SE = .04$ ,  $p < .01$ , 95% CI  $[.14, .31]$  (Figure 16). Therefore, Hypothesis 15c which suggested that managers who scored high on Machiavellianism and worked in organizations characterized by high level of support culture were less likely to show knowledge hiding behavior than managers who scored high on Machiavellianism and worked in organizations characterized by low level of support culture was fully supported.



**Figure 16:** Moderating Effect of Support Culture in the Relationship Between Managers' Machiavellianism Tendencies and Their Knowledge Hiding Behaviors

**Table 3:** Summary of Hypothesis and Results

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| <i>Hypothesis 1a:</i> Managers' narcissism tendencies are positively associated with career support they provide to subordinates.  | NS |
| <i>Hypothesis 1b:</i> Managers' psychopathic tendencies are negatively associated with career support they provide to subordinates.  | S  |
| <i>Hypothesis 1c:</i> Managers' Machiavellianism tendencies are not significantly associated with career support they provide to subordinates.   | S  |
| <i>Hypothesis 2a:</i> Managers' narcissism tendencies are positively associated with psychosocial support they provide to subordinates.  | S  |
| <i>Hypothesis 2b:</i> Managers' psychopathic tendencies are negatively associated with psychosocial support they provide to subordinates.  | S  |
| <i>Hypothesis 2c:</i> Managers' Machiavellian tendencies are not significantly associated with psychosocial support they provide to subordinates.  | S  |
| <i>Hypothesis 3a:</i> Managers' narcissism tendencies are negatively associated with their knowledge hiding behavior.  | NS |
| <i>Hypothesis 3b:</i> Managers' psychopathic tendencies are positively associated with their knowledge hiding behavior.  | S  |
| <i>Hypothesis 3c:</i> Managers' Machiavellian tendencies are not significantly associated with their knowledge hiding behavior.  | S  |
| <i>Hypothesis 4a:</i> Power culture moderates the relationship between managers' narcissistic tendencies and their intention to contribute to employees' career development. More specifically, managers who score high on narcissism and work in organizations characterized by high level of power culture are less likely to provide career support to their subordinates than managers who score high on narcissism and work in organizations characterized by low level of power culture. | NS |

**Table 3:** Continued

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| <i>Hypothesis 4b:</i> Power culture moderates the relationship between managers' psychopathic tendencies and their intention to contribute to employees' career development. More specifically, managers who score high on psychopathy and work in organizations characterized by high level of power culture are less likely to provide career support to their subordinates than managers who score high on psychopathy and work in organizations characterized by low level of power culture.               | S  |
| <i>Hypothesis 4c:</i> Power culture moderates the relationship between managers' Machiavellianism tendencies and their intention to contribute to employees' career development. More specifically, managers who score high on Machiavellianism and work in organizations characterized by high level of power culture are less likely to provide career support to their subordinates than managers who score high on Machiavellianism and work in organizations characterized by low level of power culture. | NS |
| <i>Hypothesis 5a:</i> Power culture moderates the relationship between managers' narcissistic tendencies and psychosocial support they provide to their subordinates. More specifically, managers who score high on narcissism and work in organizations characterized by high level of power culture provide lower levels of psychosocial support than managers who score high on narcissism and work in organizations characterized by low level of power culture.   | S~ |
| <i>Hypothesis 5b:</i> Power culture moderates the relationship between managers' psychopathic tendencies and psychosocial support they provide to their subordinates. More specifically, managers who score high on psychopathy and work in organizations characterized by high level of power culture provide lower levels of psychosocial support than managers who score high on psychopathy and work in organizations characterized by low level of power culture.   | S  |
| <i>Hypothesis 5c:</i> Power culture moderates the relationship between managers' Machiavellianism tendencies and psychosocial support they provide to their subordinates. More specifically, managers who score high on Machiavellianism and work in organizations characterized by high level of power culture provide lower levels of psychosocial support than managers who score high on Machiavellianism and work in organizations characterized by low level of power culture.                           | S  |
| <i>Hypothesis 6a:</i> Power culture moderates the relationship between managers' narcissistic tendencies and their knowledge hiding behavior. More specifically, managers who score high on narcissism and work in organizations characterized by high level of power culture are more likely to show knowledge hiding behavior than managers who score high on narcissism and work in organizations characterized by low level of power culture.  | S  |
| <i>Hypothesis 6b:</i> Power culture moderates the relationship between managers' psychopathic tendencies and their knowledge hiding behavior. More specifically, managers who score high on psychopathy and work in organizations characterized by high level of power culture are more likely to show knowledge hiding behavior than managers who score high on psychopathy and work in organizations characterized by low level of power culture.  | NS |

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**Table 3:** Continued

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| <i>Hypothesis 6c:</i> Power culture moderates the relationship between managers' Machiavellianism tendencies and their knowledge hiding behavior. More specifically, managers who score high on Machiavellianism and work in organizations characterized by high level of power culture are more likely to show knowledge hiding behavior than managers who score high on Machiavellianism and work in organizations characterized by low level of power culture.  | S  |
| <i>Hypothesis 7a:</i> Role culture moderates the relationship between managers' narcissistic tendencies and career support they provide to their subordinates. More specifically, managers who score high on narcissism and work in organizations characterized by high level of role culture are more likely to provide career support to their subordinates than managers who score high on narcissism and work in organizations characterized by low level of role culture.                             | NS |
| <i>Hypothesis 7b:</i> Role culture moderates the relationship between managers' psychopathic tendencies and career support they provide to their subordinates. More specifically, managers who score high on psychopathy and work in organizations characterized by high level of role culture are more likely to provide career support to their subordinates than managers who score high on psychopathy and work in organizations characterized by low level of role culture.                           | NS |
| <i>Hypothesis 7c:</i> Role culture moderates the relationship between managers' Machiavellianism tendencies and career support they provide to their subordinates. More specifically, managers who score high on Machiavellianism and work in organizations characterized by high level of role culture are more likely to provide career support to their subordinates than managers who score high on Machiavellianism and work in organizations characterized by low level of role culture.             | NS |
| <i>Hypothesis 8a:</i> Role culture moderates the relationship between managers' narcissistic tendencies and psychosocial support they provide to their subordinates. More specifically, managers who score high on narcissism and work in organizations characterized by high level of role culture are more likely to provide psychosocial support to their subordinates than managers who score high on narcissism and work in organizations characterized by low level of role culture.                 | NS |
| <i>Hypothesis 8b:</i> Role culture moderates the relationship between managers' psychopathic tendencies and psychosocial support they provide to their subordinates. More specifically, managers who score high on psychopathy and work in organizations characterized by high level of role culture are more likely to provide psychosocial support to their subordinates than managers who score high on psychopathy and work in organizations characterized by low level of role culture.               | NS |
| <i>Hypothesis 8c:</i> Role culture moderates the relationship between managers' Machiavellianism tendencies and psychosocial support they provide to their subordinates. More specifically, managers who score high on Machiavellianism and work in organizations characterized by high level of role culture are more likely to provide psychosocial support to their subordinates than managers who score high on Machiavellianism and work in organizations characterized by low level of role culture. | NS |

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**Table 3:** Continued

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| <i>Hypothesis 9a:</i> Role culture moderates the relationship between managers' narcissistic tendencies and their knowledge hiding behavior. More specifically, managers who score high on narcissism and work in organizations characterized by high level of role culture are less likely to show knowledge hiding behavior than managers who score high on narcissism and work in organizations characterized by low level of role culture.   | NS |
| <i>Hypothesis 9b:</i> Role culture moderates the relationship between managers' psychopathic tendencies and their knowledge hiding behavior. More specifically, managers who score high on psychopathy and work in organizations characterized by high level of role culture are less likely to show knowledge hiding behavior than managers who score high on psychopathy and work in organizations characterized by low level of role culture.   | NS |
| <i>Hypothesis 9c:</i> Role culture moderates the relationship between managers' Machiavellianism tendencies and their knowledge hiding behavior. More specifically, managers who score high on Machiavellianism and work in organizations characterized by high level of role culture are less likely to show knowledge hiding behavior than managers who score high on Machiavellianism and work in organizations characterized by low level of role culture.   | S  |
| <i>Hypothesis 10a:</i> Achievement culture moderates the relationship between managers' narcissistic tendencies and their intention to contribute to employees' career development. More specifically, managers who score high on narcissism and work in organizations characterized by high level of achievement culture are less likely to provide career support to their subordinates than managers who score high on narcissism and work in organizations characterized by low level of achievement culture.      | NS |
| <i>Hypothesis 10b:</i> Achievement culture moderates the relationship between managers' psychopathic tendencies and their intention to contribute to employees' career development. More specifically, managers who score high on psychopathy and work in organizations characterized by high level of achievement culture are less likely to provide career support to their subordinates than managers who score high on psychopathy and work in organizations characterized by low level of achievement culture.    | NS |
| <i>Hypothesis 10c:</i> Achievement culture moderates the relationship between managers' Machiavellianism and their intention to contribute to employees' career development. More specifically, managers who score high on Machiavellianism and work in organizations characterized by high level of achievement culture are less likely to provide career support to their subordinates than managers who score high on Machiavellianism and work in organizations characterized by low level of achievement culture. | NS |
| <i>Hypothesis 11a:</i> Achievement culture moderates the relationship between managers' narcissistic tendencies and psychosocial support they provide to their subordinates. More specifically, managers who score high on narcissism and work in organizations characterized by high level of achievement culture provide lower levels of psychosocial support than managers who score high on narcissism and work in organizations characterized by low level of achievement culture.                                | NS |

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**Table 3: Continued**

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| <i>Hypothesis 11b:</i> Achievement culture moderates the relationship between managers' psychopathic tendencies and psychosocial support they provide to their subordinates. More specifically, managers who score high on psychopathy and work in organizations characterized by high level of achievement culture provide lower levels of psychosocial support than managers who score high on psychopathy and work in organizations characterized by low level of achievement culture.               | NS |
| <i>Hypothesis 11c:</i> Achievement culture moderates the relationship between managers' Machiavellianism tendencies and psychosocial support they provide to their subordinates. More specifically, managers who score high on Machiavellianism and work in organizations characterized by high level of achievement culture provide lower levels of psychosocial support than managers who score high on Machiavellianism and work in organizations characterized by low level of achievement culture. | NS |
| <i>Hypothesis 12a:</i> Achievement culture moderates the relationship between managers' narcissistic tendencies and their knowledge hiding behavior. More specifically, managers who score high on narcissism and work in organizations characterized by high level of achievement culture are more likely to show knowledge hiding behavior than managers who score high on narcissism and work in organizations characterized by low level of achievement culture.                                    | S  |
| <i>Hypothesis 12b:</i> Achievement culture moderates the relationship between managers' psychopathic tendencies and their knowledge hiding behavior. More specifically, managers who score high on psychopathy and work in organizations characterized by high level of achievement culture are more likely to show knowledge hiding behavior than managers who score high on psychopathy and work in organizations characterized by low level of achievement culture.                                  | S  |
| <i>Hypothesis 12c:</i> Achievement culture moderates the relationship between managers' Machiavellianism tendencies and their knowledge hiding behavior. More specifically, managers who score high on Machiavellianism and work in organizations characterized by high level of achievement culture are more likely to show knowledge hiding behavior than managers who score high on Machiavellianism and work in organizations characterized by low level of achievement culture.                    | NS |
| <i>Hypothesis 13a:</i> Support culture moderates the relationship between managers' narcissistic tendencies and career support they provide to their subordinates. More specifically, managers who score high on narcissism and work in organizations characterized by high level of support culture are more likely to provide career support to their subordinates than managers who score high on narcissism and work in organizations characterized by low level of support culture.                | S  |
| <i>Hypothesis 13b:</i> Support culture moderates the relationship between managers' psychopathic tendencies and career support they provide to their subordinates. More specifically, managers who score high on psychopathy and work in organizations characterized by high level of support culture are more likely to provide career support to their subordinates than managers who score high on psychopathy and work in organizations characterized by low level of support culture.              | NS |

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**Table 3:** Continued

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| <i>Hypothesis 13c:</i> Support culture moderates the relationship between managers' Machiavellianism tendencies and career support they provide to their subordinates. More specifically, managers who score high on Machiavellianism and work in organizations characterized by high level of support culture are more likely to provide career support to their subordinates than managers who score high on Machiavellianism and work in organizations characterized by low level of support culture.             | NS |
| <i>Hypothesis 14a:</i> Support culture moderates the relationship between managers' narcissistic tendencies and psychosocial support they provide to their subordinates. More specifically, managers who score high on narcissism and work in organizations characterized by high level of support culture are more likely to provide psychosocial support to their subordinates than managers who score high on narcissism and work in organizations characterized by low level of support culture.                 | S  |
| <i>Hypothesis 14b:</i> Support culture moderates the relationship between managers' psychopathic tendencies and psychosocial support they provide to their subordinates. More specifically, managers who score high on psychopathy and work in organizations characterized by high level of support culture are more likely to provide psychosocial support to their subordinates than managers who score high on psychopathy and work in organizations characterized by low level of support culture.               | NS |
| <i>Hypothesis 14c:</i> Support culture moderates the relationship between managers' Machiavellianism tendencies and psychosocial support they provide to their subordinates. More specifically, managers who score high on Machiavellianism and work in organizations characterized by high level of support culture are more likely to provide psychosocial support to their subordinates than managers who score high on Machiavellianism and work in organizations characterized by low level of support culture. | NS |
| <i>Hypothesis 15a:</i> Support culture moderates the relationship between managers' narcissistic tendencies and their knowledge hiding behavior. More specifically, managers who score high on narcissism and work in organizations characterized by high level of support culture are less likely to show knowledge hiding behavior than managers who score high on narcissism and work in organizations characterized by low level of support culture.   | NS |
| <i>Hypothesis 15b:</i> Support culture moderates the relationship between managers' psychopathic tendencies and their knowledge hiding behavior. More specifically, managers who score high on psychopathy and work in organizations characterized by high level of support culture are less likely to show knowledge hiding behavior than managers who score high on psychopathy and work in organizations characterized by low level of support culture.   | S  |
| <i>Hypothesis 15c:</i> Support culture moderates the relationship between managers' Machiavellianism tendencies and their knowledge hiding behavior. More specifically, managers who score high on Machiavellianism and work in organizations characterized by high level of support culture are less likely to show knowledge hiding behavior than managers who score high on Machiavellianism and work in organizations characterized by low level of support culture.   | S  |

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## **CHAPTER IV**

### **DISCUSSION**

The current study aimed to examine the effects of managers' dark triad personality traits on negative (i.e., knowledge hiding) and positive (i.e., managers' intention to provide psychosocial and career support to their subordinates) organizational outcomes. Furthermore, moderating effects of different types of organizational culture (i.e., power, role, achievement, and support cultures) were investigated. This study contributes to the literature by investigating under which circumstances, managers with dark triad personality traits may produce positive outcomes. The findings suggested that especially psychopathy was generally negatively related to positive outcomes and positively associated with negative outcomes. Therefore, working with managers with psychopathic traits seemed to be difficult for their subordinates. However, vulnerable narcissism was positively related to managers' intention to provide psychosocial support to their subordinates. Moreover, Machiavellianism was not significantly associated with any of the dependent variables. As I proposed, this study showed that managers with Machiavellian tendencies may show positive attitudes towards certain people (e.g., managers in top management, or employees who will be useful in the future) or under certain conditions (e.g., creating work-related chaos and solving it themselves to do impression management as a problem solver and unifying manager).

#### **4.1 THE MAIN FINDINGS OF THE STUDY, PRACTICAL IMPLICATIONS, AND SUGGESTIONS FOR FUTURE RESEARCH**

In alignment with the previous literature, psychopathy was considered as the darkest personality trait among dark triad personality traits. The results indeed revealed that psychopathy was the darkest personality trait that was negatively associated with managers' intention to provide psychosocial and career support to their subordinates. Psychopathy was also strongly and positively related to managers' knowledge hiding behaviors. Pan and colleagues (2018) also collected multi-source



data as in this study and found that psychopathy was positively related to knowledge hiding behaviors. The present study provided support for Pan and colleagues' (2018) results by presenting empirical evidence in a sample from a different cultural context, namely, Turkey.

Pan and colleagues (2018) argued that Machiavellianism and psychopathy are called the Malicious Two and both have detrimental effects on people who are nearby. The authors also suggested that Machiavellianism is a personality trait that is as dark as psychopathy. However, in this study, I suggested that, unlike the literature, how dark or how bright the Machiavellians are going to change entirely depending on situational gains. Since it was thought that Machiavellians would manipulate the situations for their personal interests, there would not be a significant relationship between Machiavellianism and all dependent variables. According to the findings, Machiavellianism was not significantly related to both knowledge hiding and intentions to provide psychosocial and career support. These results are important in the sense that although Machiavellianism is also a part of the dark triad and it is significantly and positively correlated with both narcissism and psychopathy, it does not show a consistent positive or negative association with any of the dependent variables. Consistently, in line with their suggestions, Çivit and Göncü-Köse (2021: 38) found that although psychopathy was negatively related to organizational citizenship behaviors, Machiavellianism was not significantly related to organizational citizenship behaviors. The authors also suggested that the effects of Machiavellianism on organizational and interpersonal outcomes would be moderated with situational variables such as self-interest and self-gain. In summary, Machiavellianism has differential effects on the same outcome variables depending on the situation and it's quite hard to detect all of the circumstances in a single study. To illustrate, managers who score high on Machiavellianism are likely to manipulate interpersonal relationships so well that they withhold information from their subordinates but at the same time they may share with them a company gossip that has nothing to do with the employees' needs. Yet, this situation may cause subordinates to think that they are on good terms with their managers, they are close enough to share gossip, and their manager shares even the most confidential information with their subordinates.

According to previous studies, narcissism was the brightest side of the dark triad personality traits. In this study, both the relationships of grandiose and vulnerable narcissism with the dependent variables were examined. According to Dickinson et al.

(2003: 192), grandiose narcissism was associated with domineering and vindictive interpersonal problems. Participants with grandiose narcissism tendencies denied interpersonal distress related to their interpersonal problems and the majority of the grandiose narcissists have reported secure or dismissive attachment styles. In this study, grandiose narcissism was not significantly related to any of the dependent variables. When I started the present study, I thought that some managers with narcissistic tendencies who have secure attachment styles might treat their subordinates positively because of their impression management needs, and the other managers with narcissistic tendencies who have dismissive attachment styles might treat their subordinates negatively depending on their level of destructive narcissism tendencies. Although, the term narcissism is criticized in modern society and social media; in essence, narcissistic behaviors can be classified as interpersonal and intrapersonal strategies devoted to protecting one's self-esteem (Horton et al. 2006: 346). Sedikides et al. (2004: 400) also suggested that healthy narcissism is correlated with good psychological health. Problems with narcissism arise when people have extremely narcissistic beliefs and behaviors rather than tolerable levels (i.e., destructive narcissism).

In this study, bivariate correlation analysis showed that although Machiavellianism was positively related to knowledge hiding behavior, it was not associated with career and psychosocial support. Since managers who score high on Machiavellianism are more likely to have a high level of deceitfulness and an unempathetic temperament, I did not expect them to offer psychosocial and career support to their employees unless the providing support is beneficial for them. That is, managers with high Machiavellianism tendencies may support their subordinates in certain situations for a couple of reasons. Since Machiavellians are long-term planners and are not impulsive, Machiavellian managers may think they would be rewarded for the favors they do for their subordinates in the future. On the other hand, there may be many reasons for Machiavellian managers to avoid providing career support and psychosocial support to their subordinates. Firstly, they may not care about their employees. Austin et al. (2007: 15) states that high Machiavellianism is generally associated with low emotional intelligence. Both empathy and emotion recognition have been shown to have negative correlations with Machiavellianism. Since Machiavellianism is one of the most popular subjects in the field of organizational psychology, the findings about Machiavellianism are expanding day by day. In order

to contribute more to the literature of Machiavellianism, future studies are suggested to investigate different moderating variables involved in the relationships of supervisory Machiavellianism in organizational settings with employee-related and organizational outcomes.

Vulnerable narcissism seems to be the brightest side of the DT personality traits in this study, but it still came out darker than I thought it would be. Vulnerable narcissism reflects a fragile and defensive grandiosity, which functions mainly as a cover for feelings of inadequacy. Vulnerable narcissism is also characterized by fear of abandonment. Since managers with vulnerable narcissism are likely to seek approval from peers and subordinates, managers with vulnerable narcissism tendencies may be likely to provide both career and psychosocial support and engage in high levels of knowledge sharing. According to the results, vulnerable narcissism was not significantly associated with career support, and it was positively associated with psychosocial support and knowledge hiding. One plausible explanation is related to the fact that vulnerable narcissism is positively associated with impulsivity (Cheek et al., 2013). According to Vazire and Funder (2006: 159), narcissism is associated with impulsive behaviors that provide short-term rewards but have long-term costs. So, narcissists have impulsivity that may obstruct them from providing long-term career support to their subordinates. Narcissistic managers can be unpredictable in work settings. They may introduce one of their subordinates as a promising, successful employee to the organization's senior management, in another setting, they might introduce the same employee as incompetent and careless just because that employee criticized the manager in a meeting in front of everyone. In addition, an employee who is receiving career support can be promoted faster than the manager and the thought of this situation would shake the fragile self-confidence of a manager who has high levels of vulnerable narcissism. On the other hand, psychosocial support does not have to be consistent or long-term. Managers with vulnerable narcissistic tendencies probably provide psychosocial support because they also need psychosocial support from their subordinates because of their need for approval. Moreover, according to Dickinson et al. (2003: 188), while grandiose narcissism is positively associated with secure and avoidant attachment styles, vulnerable narcissism is positively related to fearful and preoccupied attachment styles. Although they need to be loved and respected by their subordinates, it is very likely that they hide information from their subordinates because they are attached to people in a fearful way. Future studies are

suggested to investigate the attachment styles as antecedents of vulnerable and grandiose narcissism and to empirically test the mediating roles of two types of narcissism in the relationships between supervisors' attachment style and subordinate-related behaviors.

In the present study, organizational culture was suggested to moderate the relationship between managers' DT personality traits and dependent variables, and Pheysy's (1993) organizational culture classification was used to examine these relationships. In power and achievement cultures, authority and power are in the hands of particular individuals. In such organizational contexts, there is almost no mechanism for controlling powerful authority figures. On the contrary, in role and support cultures, power is in the hands of senior management. The controlling mechanism is the top management itself. Teamwork is very important in both role and support cultures and there is an atmosphere of trust. For the reasons above, it was suggested that power and achievement cultures would enhance the negative effects of managers' DT personality traits. On the contrary, role and support cultures were expected to buffer the negative effects of managers' DT personality traits. Findings revealed that in line with the expectations, managers who scored high on psychopathy and work in organizations are characterized by high level of power culture were less likely to provide career support to their subordinates. This finding shows that as an organizational culture type, power culture triggers the dark side of managers with psychopathic tendencies.

Power culture also moderated the relationship between Machiavellianism and psychosocial support. Results showed that managers who scored high on Machiavellianism and work in organizations characterized by high level of power culture provided lower levels of psychosocial support than managers who scored high on Machiavellianism and work in organizations characterized by low level of power culture. Even though Machiavellianism and psychosocial support have not been directly associated with each other, Machiavellianism and power culture have a strong negative interaction effect on psychosocial support. This finding shows that specific organizational characteristics (e.g., power culture) are likely to trigger individuals' negative characteristics which may produce aversive outcomes or prevent desirable organizational attitudes such as providing psychosocial support.

Results showed that power culture also moderated the relationship between managers' narcissism tendencies and their intention to provide psychosocial support.

Employees reported that their highly narcissistic managers showed the highest levels of psychosocial support when they work in organizations characterized by low level of power culture. Moreover, managers with high level of vulnerable narcissism who worked in high level of power culture organizations provided lower levels of psychosocial support than managers with high level of vulnerable narcissism who worked in low level of power culture organizations. These findings suggest that high level of power culture is a risk factor that may decrease desirable managerial attitudes and behaviors and this risk is higher for supervisors with vulnerable narcissism than those with low levels of vulnerable narcissism.

As expected, managers who scored high on vulnerable narcissism and worked in organizations characterized by high level of power culture were more likely to engage in knowledge hiding behavior than managers who scored high on narcissism and worked in organizations characterized by low level of power culture. Similarly, managers who scored high on Machiavellianism and worked in organizations characterized by high level of power culture were more likely to hide knowledge from their subordinates than managers who scored high on Machiavellianism and worked in organizations characterized by low level of power culture. In power culture, all decision-making powers are concentrated in a certain group or individuals. The aim of this kind of organization is to make decisions and responses very quickly. It would be correct to say that there is not a participative, democratic environment in such organizations, since employees or middle-level managers who are outside of the high-authority or top-management groups are not included in the decision-making processes. Power culture may trigger the negative sides of the vulnerable narcissistic and Machiavellian managers and increase the knowledge hiding behaviors of these managers since such managers who have distrusting attitudes towards others and especially sensitive for cues that signal harm to themselves are likely to feel highly insecure in organizations characterized by high level of power culture. Moreover, if the Machiavellian managers are among the decision-makers, they probably hide information to maintain their place. On the other hand, if they are not among the members of the decision-makers, they probably hide information to improve their own status. However, power culture did not moderate the relationship between psychopathy and knowledge hiding behavior. It is plausible to suggest that this situation may stem from the strong positive relationship between psychopathy and knowledge hiding behavior.

Results revealed that role culture significantly moderated the relationship between Machiavellianism and knowledge hiding behavior. Managers who scored high on Machiavellianism and worked in organizations characterized by high level of role culture were less likely to show knowledge hiding behavior than managers who scored high on Machiavellianism and worked in organizations characterized by low level of role culture. Organizations characterized by high level of role culture are generally large, well-established companies characterized by impersonal relationships. The work roles or titles determine the range of authority. No one is irreplaceable and when an employee decides to leave the company, the position can be filled within days. The authority of each title, the areas where employees can take risks, and who they should communicate with are determined by organizational culture. According to Handy (1993: 214) in role culture, the workflow and decision-making procedures are documented in employee manuals which don't leave a lot of room for innovation or interpretation. Machiavellian managers may have interpreted this culture as “no intervention needed working gears”. Strict controls in role culture and detailed descriptions of how people should communicate with others may have made it difficult for such managers to highlight their Machiavellian tendencies such as knowledge hiding, making role culture a protective factor against such managers.

In line with the propositions, achievement culture moderated the relationships of narcissism and psychopathy with knowledge hiding behavior in the expected directions. That is, managers who scored high on psychopathy and (vulnerable) narcissism were more likely to hide knowledge from their subordinates in organizations characterized by high level of achievement culture compared to organizations characterized by low level of achievement culture. Achievement culture shows similar characteristics with power culture. The difference between achievement culture and power culture is that there is a high level of bureaucracy in power culture but there is almost no bureaucracy in achievement culture. While there is a group of individuals who are responsible for decision-making in power culture, achievement culture can be accepted as a participatory culture. All employees are expected to take their own individual initiatives and, at the same time, to participate in company-wide decision-making processes. Personal success is more important than team success in this type of culture and the customers, investments, and new partnerships that employees bring to the firm are seen as the most important contributors of employees' performance reviews.

Dark or undesirable traits of managers with DT personality traits, who tend to make themselves look better than they are, was expected to be triggered in achievement culture more than in other organizational cultures. Although in line with the expectations, managers with high levels of narcissism and psychopathy were more likely to hide knowledge in high level of achievement culture than in low level of achievement culture, the same moderated relationship was not found for Machiavellianism. This is a very surprising result since Machiavellian managers would maximize their personal gain by hiding knowledge or manipulating the situations. Yet, this is one of the first studies (to my knowledge first one) that investigate the moderating effects of organizational culture in the relationship between managers' DT personality traits and organizational outcomes and the findings should be replicated in future studies in order to reach more robust conclusions.

Findings showed that in line with the expectations support culture moderated the relationship of managers' narcissistic tendencies with career and psychosocial support they provide to their subordinates. The levels of managers' psychosocial and career support were similar in organizations characterized by low level of support culture independent of the level of narcissism. On the other hand, in organizations characterized by high level of support culture, managers who scored high on vulnerable narcissism were more likely to provide psychosocial and career support to their subordinates than managers who scored low on narcissism. Especially for managers with vulnerable narcissistic tendencies interpersonal relationships and approval from others are very important. Since support culture provides a trustworthy and respectful work environment, managers with high vulnerable narcissism may feel highly secure and safe in such organizations. This finding showed that when the organizational culture fits the needs of managers, even those with the DT traits (i.e., vulnerable narcissism in this case) may engage in positive and desired supervisory behaviors.

Support culture also moderated the relationships of managers' psychopathy and Machiavellianism with their knowledge hiding behaviors. Managers who scored high on either psychopathy or Machiavellianism and worked in organizations characterized by high level of support culture were less likely to show knowledge hiding behavior than managers who scored high on psychopathy or Machiavellianism and worked in organizations characterized by low level of support culture. This finding demonstrated the "healing" power of support culture. Narcissism was also expected to show a similar

pattern and the similar pattern was found in the relationship of narcissism with career and psychosocial support; however, support culture did not moderate the relationship between narcissism and knowledge hiding. Managers with vulnerable narcissism seem to be engaging in self-protective behaviors mainly driven by their attachment style even in organizations characterized by support culture. While they contribute to their subordinates' career and psychosocial development, they also hide information from them probably as a means for self-protection from situations that might damage their fragile self-esteem.

#### **4.1.1 Practical Implications**

This study was conducted to investigate the positive and negative organizational outcomes of managers with the DT personality traits. Previous studies stated that variance explained by negative personality traits on individual, group-level, and organizational outcomes was larger than the variance explained by positive personality traits (Higgs, 2009; Paulhus & Williams, 2002; Bass & Steidlmeier, 1999). The results of this study showed that even managers with the DT personality traits may have positive attitudes (e.g., psychosocial support) depending on the characteristics of the organizational culture. Firstly, except for Machiavellianism, all of the dark triad personality traits (vulnerable narcissism, grandiose narcissism and psychopathy) were positively associated with knowledge hiding. The findings showed that even if managers with these traits seek support from peers or subordinates when making organizational decisions, it is difficult to provide them help in these processes as they are likely to hide details of work-related matters. In this case, such managers who hide an important amount of information from others would be the sole decision-makers and the risk-takers in reality. The consequences of their decisions may pose great risks for the organizations.

Providing partial support to the propositions, managers with vulnerable narcissism tendencies provided high levels of psychosocial support to their subordinates. This finding is among the few research evidence that shows the positive side of a personality trait involved in DT personality traits. Moreover, the present study showed the importance of investigating narcissism as a two-dimensional construct (vulnerable and grandiose narcissism) since they were differentially related to important organizational outcomes such as psychosocial support.



In this study, although some relationships were insignificant, in general, power and achievement cultures revealed more of the negative sides of the DT personality traits. These types of organizations generally represent smaller family companies, start-ups, or newly established companies where the performance of individuals is more important than teamwork. Moreover, the rules and boundaries are not very clear in organizations characterized by power and achievement cultures. In such organizations, effects of the DT traits of managers may be highly detrimental since there is no one to interfere with these managers. On the other hand organizations characterized by role and support cultures are usually well-established companies where large numbers of employees work. In such organizations, roles and boundaries are clearly defined, control mechanisms are well established within the whole organization. Accordingly, in such organizations managers are not allowed to and able to hide information from their subordinates. In addition, most of the companies having role or support cultures (e.g., multinational companies) are using the buddy and mentor systems. In order to provide help to newcomers regarding business and social processes during the first couple of months in the company. The manager, on the other hand, closely monitors the support given by the person appointed as the mentor to the newcomers. Therefore, managers with the DT personality traits who start working in such organizations would have to adapt to the organizational climate as well as monitoring and control systems.

In work life, not only managers with the DT personality traits but also employees with positive personality traits may have both positive and negative organizational outcomes. For instance, a manager who is very successful in a certain area, well-educated, have high persuasion skills due to his/her Machiavellian tendencies, and has high job satisfaction may take a high risk by himself/herself, and this risky decision may have great contributions to both his/her career development and the financial revenue of the company. On the other hand, a manager who has high impulsivity due to his/her psychopathic tendencies may decide poorly without weighing the matter in detail and cause a great loss to the company. The important thing here is to know the characteristics and tendencies of employees and to be able to use the negative sides of the DT personality traits in a positive way. Although it has been widely studied in the fields of personality and social psychology, the DT personality traits have not been studied extensively in organizational psychology yet. Future researchers are encouraged to investigate the moderating variables involved in

the relationship between the DT traits and organizational outcomes and contribute to the practice by showing the buffering mechanisms that may turn the disadvantage of the DT traits into an advantage.

#### **4.1.2 Limitations and Conclusions**

Every study has limitations and present one also has a few as well. First of all, only correlational relationships were examined and due to the cross-sectional design of the study, causal relationships could not be inferred. Therefore, the findings should be replicated with studies that use longitudinal or/and experimental designs. Secondly, the data were collected from employees in Turkey. To improve the generalizability and external validity of the findings, researchers are encouraged to test the proposed relationships in different cultural contexts. Another limitation is the limited sample size. The data were collected from both managers and their subordinates. Due to the covid-19 pandemic that started in 2020, the working patterns of private and government institutions have changed, and although the data were collected online, most of the agreements for data collection were canceled by the institutions. Therefore, the desired sample size could not be reached.

This study revealed that organizational outcomes of managers with the DT personality traits could be positive as well as negative. These results are hoped to provide guidance for future studies which focus on the DT personality traits and organizational culture. The results showed that managers' vulnerable narcissism was positively associated with their intention to provide psychosocial support and as expected, role and support cultures reduced the detrimental effects of managers with the DT traits. On the other hand, in power and achievement cultures, managers with the DT traits exercised their authority in a more disruptive way. I wish that this study inspires other researchers to conduct future studies that focus on other possible moderators and mediators in the relationships of managerial DT personality traits with employee-related and organizational outcomes with improved methodology.

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## BÖLÜM 1: KARANLIK ÜÇLÜ KİŞİLİK ÖZELLİKLERİ ÖLÇEĞİ PSİKOPATI VE MAKYAVELİZM ALT ÖLÇEKLERİ

Aşağıda çeşitli durumlara ilişkin ifadeler bulunmaktadır. İfadeleri değerlendirirken sizin tutumunuza en uygun seçeneği, verilen beş basamaklı ölçeği kullanarak belirtiniz.

### DOĞRUDAN BAĞLI BULUNDUĞUM YÖNETİCİ...

| 1            | 2   | 3     | 4       | 5         |
|--------------|---|-------|---------|-----------|
| Hiçbir zaman | Nadiren   | Bazen | Sık sık | Her zaman |
| 1.           | Sırlarınızı anlatmak akıllıca değildir.   |       |         |           |
| 2.           | Yetkililerden intikam almak hoşuma gider.   |       |         |           |
| 3.           | İstedığimi elde etmek için akıllıca manipülasyon (kendi çıkarları doğrultusunda birilerini ya da bir şeyleri yönlendirme) yapmaktan hoşlanırım. |       |         |           |
| 4.           | Tehlikeli durumlardan kaçınırım.  |       |         |           |
| 5.           | Her ne pahasına olursa olsun, önemli kişileri kendi tarafına çekmelisin.  |       |         |           |
| 6.           | İntikam hızlı ve çirkin (bedeli ağır bir şekilde) olmalıdır.  |       |         |           |
| 7.           | Başkalarıyla doğrudan çatışma yaşamaktan kaçının, çünkü bu kişiler ileride işinize yarayabilir.   |       |         |           |
| 8.           | İnsanlar sıklıkla kontrolden çıktığımı söyler.  |       |         |           |
| 9.           | Daha sonra insanlara karşı kullanabileceğiniz bilgileri bir kenarda tutmak akıllıcadır.   |       |         |           |
| 10.          | Başkalarına karşı kaba olabildiğim doğrudur   |       |         |           |
| 11.          | İnsanlardan intikam almak için doğru zamanı beklemelisiniz.   |       |         |           |
| 12.          | Benimle uğraşanlar daima pişman olur.   |       |         |           |
| 13.          | İnsanların bilmesi gerekmeyen şeyleri onlardan saklamalısınız.  |       |         |           |
| 14.          | Yasa dışı işlere bulaşmaktan dolayı hiç sorun yaşamadım.*   |       |         |           |
| 15.          | Planlarınızın başkalarına değil, kendinize fayda sağlayacağından emin olun.   |       |         |           |
| 16.          | Kaybedenlere sataşmaktan hoşlanırım.  |       |         |           |
| 17.          | Birçok insan manipüle edilebilir.   |       |         |           |
| 18.          | İstedığimi almak için her şeyi söylerim.  |       |         |           |

## BÖLÜM 2: NARSİSTİK KİŞİLİK ENVANTERİ (NKE)

Aşağıdaki her maddede, bireylerin tutumlarını tanımlayan iki ifade yer almaktadır. Lütfen, her bir tutum çifti içinden, size en uygun olanını seçip, işaretleyiniz.

|     |  |  |
|-----|--|--|
| 1.  | İnsanlar bana iltifat ettiklerinde bazen utanırım.<br>İyi biri olduğumu biliyorum çünkü herkes böyle söyler. |  |
| 2.  | Kalabalık içinde herkesten biri olmayı tercih ederim.<br>İlgi merkezi olmayı severim.                        |  |
| 3.  | Pek çok insandan ne daha iyi ne daha kötüyüm.<br>Özel biri olduğumu düşünüyorum.                             |  |
| 4.  | İnsanlar üzerinde otorite kurmaktan hoşlanırım.<br>Emirlere uymaktan rahatsız olmam.                         |  |
| 5.  | İnsanları kolayca manipüle ederim.<br>İnsanları manipüle ettiğimi fark ettiğimde rahatsız olurum.            |  |
| 6.  | Layık olduğum saygıyı elde etme konusunda ısrarcıyım.<br>Hak ettiğim saygıyı genellikle görürüm.             |  |
| 7.  | Gösterişten kaçınırım.<br>Genellikle fırsatını bulduğumda şov yaparım.                                       |  |
| 8.  | Her zaman ne yaptığımı bilirim.<br>Bazen yaptığım şeyden emin değilimdir.                                    |  |
| 9.  | Bazen iyi hikâye anlatırım.<br>Herkes hikayelerimi dinlemekten hoşlanır.                                     |  |
| 10. | İnsanlardan çok şey beklerim.<br>Başkaları için bir şeyler yapmaktan hoşlanırım.                             |  |
| 11. | İlgi merkezi olmaktan hoşlanırım.<br>İlgi merkezi olmak beni rahatsız eder.                                  |  |
| 12. | Otorite olmanın benim için pek bir anlamı yoktur.<br>İnsanlar daima otoritemi kabul ediyor görünürler        |  |
| 13. | Önemli bir insan olacağım.<br>Başarılı olmayı umuyorum.  |  |
| 14. | İnsanlar söylediklerimin bazılarını inanır.<br>İnsanları istediğim her şeye inandırabilirim.                 |  |
| 15. | Kendi kendime yeterim.<br>Başkalarından öğrenebileceğim çok şey var.   |  |
| 16. | Herkes gibi biriyim.<br>Sıra dışı biriyim.   |  |

### BÖLÜM 3: Kırılgan Narsisizm Ölçeği- KNÖ

Lütfen aşağıdaki soruları, her bir maddenin sizin duygu ve davranışlarınızı ne derecede tanımladığına karar vererek cevaplandırınız. Cevaplarınızı verirken, aşağıda sunulan ve “1= Hiç tanımlamıyor / Doğru değil / Kesinlikle katılmıyorum” ve “5= Oldukça tanımlıyor / Doğru / Kesinlikle katılıyorum” arasında değişen 5 basamaklı ölçeği kullanınız.

| 1                              | 2   | 3                                    | 4                 | 5                             |
|--------------------------------|---|--------------------------------------|-------------------|-------------------------------|
| <b>Hiç Tanımlamıyor</b>        |   | <b>Ne tanımlıyor ne tanımlamıyor</b> |                   | <b>Oldukça Tanımlıyor</b>     |
| <b>Doğru değil</b>             | <b>Yansıtmıyor</b>  | <b>Kararsızım</b>                    | <b>Yansıtıyor</b> | <b>Doğru</b>                  |
| <b>Kesinlikle Katılmıyorum</b> |   |                                      |                   | <b>Kesinlikle katılıyorum</b> |
| 1.                             | Tamamen kendi özel işlerim, sağlığım, kaygılarım ya da başkalarıyla olan ilişkilerim hakkında düşüncelere dalmış hale gelebilirim   |                                      |                   |                               |
| 2.                             | Duygularım, başkalarının alayları veya aşağılayıcı sözleriyle kolayca incinir.  |                                      |                   |                               |
| 3.                             | Bir mekâna girdiğimde sıklıkla kendimin farkında olur ve başkalarının gözlerinin benim üzerimde olduğunu hissederim.                |                                      |                   |                               |
| 4.                             | Bir başarının övgüsünü başkalarıyla paylaşmaktan hoşlanmam.   |                                      |                   |                               |
| 5.                             | Diğer insanların sorunları hakkında endişelenmeksizin kendimde yeterince sorun olduğunu hissederim.                                 |                                      |                   |                               |
| 6.                             | Mizaç olarak çoğu insandan farklı olduğumu hissederim.  |                                      |                   |                               |
| 7.                             | Sıklıkla başkalarının görüşlerini kişisel olarak yorumlarım.  |                                      |                   |                               |
| 8.                             | Kendimi kolayca kendi uğraşlarıma kaptırır ve başkalarının varlığını unuturum.  |                                      |                   |                               |
| 9.                             | Bir gruptaki kişilerin en az biri tarafından takdir edildiğimi bilmezsem, o grupla beraber olmaktan hoşlanmam.                      |                                      |                   |                               |
| 10.                            | Diğer insanlar sorunları için zamanımı ve acılarını paylaşmamı isteyerek bana geldiklerinde içten içe kızgın ya da rahatsız olurum. |                                      |                   |                               |

## BÖLÜM 4: KURUMSAL KÜLTÜR ÖLÇEĞİ

Lütfen aşağıdaki ifadeleri okuduktan sonra hâlihazırda çalıştığınız kurumu düşünerek sizin için en uygun seçeneği işaretleyiniz.

ŞU ANDA ÇALIŞTIĞIM KURUMDA...

| 1            | 2  | 3     | 4       | 5         |  |
|--------------|--|-------|---------|-----------|--|
| Hiçbir zaman | Nadiren  | Bazen | Sık sık | Her zaman |  |
| 1.           | Hiç kimse yönetimle ters düşmek istemez.                               |       |         |           |  |
| 2.           | İşlerle ilgili faaliyetler ayrıntılı planlanıp programlanır.           |       |         |           |  |
| 3.           | Herkes işini iyi yapmanın karşılığını alır.                            |       |         |           |  |
| 4.           | Alınan kararlar, doğru ve yeterli bilgiye dayandırılır.                |       |         |           |  |
| 5.           | Olup biten her şey yönetimin denetimindedir.                           |       |         |           |  |
| 6.           | İşlerin zamanında ve kurallara göre yapılmasına önem verilir.          |       |         |           |  |
| 7.           | Formalitelere çok, sonuca önem verilir.                                |       |         |           |  |
| 8.           | İşle ilgili faaliyetler iş birliği ile planlanır.                      |       |         |           |  |
| 9.           | Değişim ve yenilikler yönetimce başlatılır.                            |       |         |           |  |
| 10.          | Herkesin her anı planlanmıştır.  |       |         |           |  |
| 11.          | Başarı desteklenir ve teşvik edilir.                                   |       |         |           |  |
| 12.          | İş birliği, rekabete tercih edilir.                                    |       |         |           |  |
| 13.          | Yöneticiler sadakati teşvik eder ve ödüllendirir.                      |       |         |           |  |
| 14.          | Herkesin ve her şeyin yeri bellidir.                                   |       |         |           |  |
| 15.          | Ödüllendirmede başarı esas alınır.                                     |       |         |           |  |
| 16.          | Yönetim, her seviyeden gelen fikir ve önerilere açıktır.               |       |         |           |  |
| 17.          | Kuralsızlıkların önlenmesi için sıkı denetim söz konusudur.            |       |         |           |  |
| 18.          | Resmi ilişkiler ön plandadır.  |       |         |           |  |
| 19.          | Bu soruyu okuyorsanız lütfen 5'i işaretleyiniz.                        |       |         |           |  |
| 20.          | Yanlış kimin yaptığı değil, sonuçları tartışılır.                      |       |         |           |  |
| 21.          | Herkes birbirinin fikir ve görüşlerine saygılıdır.                     |       |         |           |  |
| 22.          | Ast-üst arasındaki ilişkiler çok resmi/mesafelidir.                    |       |         |           |  |
| 23.          | Yönetim, asıl işlerden çok ayrıntılarla uğraşır.                       |       |         |           |  |
| 24.          | Herkes başarı düzeyinin yüksek olmasını ister.                         |       |         |           |  |
| 25.          | Herkes kurumun başarısı için sorumluluk duyar.                         |       |         |           |  |
| 26.          | Anlaşmazlıklar yönetimin isteği doğrultusunda çözülür.                 |       |         |           |  |
| 27.          | Her şeyin bir standardı vardır.  |       |         |           |  |
| 28.          | Herkes, başarılı olmak için, rahatlıkla risk üstlenebilir.             |       |         |           |  |
| 29.          | Başarılar kadar, başarısızlıklar da paylaşılır.                        |       |         |           |  |
| 30.          | Yöneticiler, sık sık, kurallara uyulmasını hatırlatır.                 |       |         |           |  |
| 31.          | Kişisel bilgi ve yetenekler ön planda tutulur.                         |       |         |           |  |
| 32.          | Herkes kurumuyla gurur duyar.  |       |         |           |  |
| 33.          | İlişkilerde hiyerarşik yapı esas alınır.                               |       |         |           |  |
| 34.          | Güçlü bir rekabet söz konusudur.                                       |       |         |           |  |
| 35.          | Herkes kurumu dışı karşı korur ve savunur.                             |       |         |           |  |
| 36.          | Kurumun başarı düzeyi müşteriler/hizmet alanlar tarafından da izlenir. |       |         |           |  |
| 37.          | Herkes kendini kurumun bir parçası olarak görür.                       |       |         |           |  |

## BÖLÜM 5: BİLGİ SAKLAMA ÖLÇEĞİ

Lütfen aşağıdaki ifadeleri dikkatlice okuyun, daha sonra her bir maddenin başına “Birisinden bilgi istediğinde” getirerek her bir madde için, görüşünüze en uygun olan ifadeyi işaretleyiniz. İfadeleri son bir yıl içindeki davranışlarınıza göre değerlendiriniz.

BİRİSİ BENDEN BİLGİ İSTEDİĞİNDE...

|     | 1   | 2            | 3          | 4           | 5                   |
|-----|---|--------------|------------|-------------|---------------------|
|     | Hiç katılmıyorum  | Katılmıyorum | Kararsızım | Katılıyorum | Tamamen Katılıyorum |
| 1.  | Ona yardımcı olmayı kabul ettim ama aslında hiç gerçekten niyetlenmedim.                            |              |            |             |                     |
| 2.  | O bilgiyi bilmiyormuş gibi yaptım.  |              |            |             |                     |
| 3.  | Söylemek istediğimi ama söylememem gerektiğini belirttim.   |              |            |             |                     |
| 4.  | Ona yardım etmeyi kabul ettim ama onun yerine istediğinden farklı bilgiler verdim                   |              |            |             |                     |
| 5.  | Bildiğim halde bilmediğimi söyledim.  |              |            |             |                     |
| 6.  | O bilginin gizli olduğunu ve sadece belli bir projeye/işe dahil olanlara verilebileceğini söyledim. |              |            |             |                     |
| 7.  | Ona sonra yardımcı olacağımı söyledim ama elimden geldiğince başımdan savdım.                       |              |            |             |                     |
| 8.  | Bahsettiği şeyi bilmiyormuş gibi yaptım.  |              |            |             |                     |
| 9.  | Patronumun/yöneticimin kimsenin bu bilgiyi paylaşmasına izin vermeyeceğini söyledim.                |              |            |             |                     |
| 10. | Ona gerçekten istediği bilgiler yerine başka bilgiler sundum.                                       |              |            |             |                     |
| 11. | Konu hakkında çok bilgili olmadığımı söyledim.  |              |            |             |                     |
| 12. | Sorularına cevap vermeyeceğimi söyledim.  |              |            |             |                     |

## BÖLÜM 6: DEMOGRAFİK BİLGİ FORMU

Son olarak, lütfen aşağıdaki soruları cevaplayınız.

1. Yaşınız: \_\_\_\_

2. Cinsiyetiniz:

Kadın

Erkek

Belirtmek İstemiyorum

3. En son aldığınız eğitim derecesi:

\_\_\_ İlkokul

\_\_\_ Ortaokul

\_\_\_ Lise



- İki yıllık yüksekokul  
 Üniversite (dört yıllık)  
 Yüksek lisans  
 Doktora

4. Çalıştığınız sektör:

- Kamu  
 Özel  
 Sivil Toplum Kuruluşu (STK)  
 Diğer (lütfen açıklayınız)

5. Kurumunuzun faaliyet gösterdiği iş kolu: \_\_\_\_\_

6. Kaç yıldır mevcut işyerinizde çalışıyorsunuz? \_\_\_

7. Kaç yıldır yönetici olarak görev yapıyorsunuz? \_\_\_

8. Size doğrudan bağlı olarak çalışan personel sayısı: \_\_\_

9. Lütfen aşağıda size uygun olan seçeneği işaretleyiniz:

- İlk amirim (Örn; Şef)
- Orta düzey yöneticiyim (Örn; Departman müdür yardımcısı, Departman Müdürü)
- Üst düzey yöneticiyim (Örn; Yönetim kurulu üyesi, İcra kurulu başkanı)

**ARAŞTIRMAMIZA KATILDIĞINIZ İÇİN ÇOK TEŞEKKÜR EDERİZ :)**

## SUBORDINATE SURVEY

### BÖLÜM 1: KISALTILMIŞ KARANLIK ÜÇLÜ ÖLÇEĞİ

Aşağıda çeşitli durumlara ilişkin ifadeler bulunmaktadır. İfadeleri değerlendirirken sizin tutumunuza en uygun seçeneği, verilen beş basamaklı ölçeği kullanarak belirtiniz.

| 1            | 2  | 3     | 4       | 5         |  |
|--------------|--|-------|---------|-----------|--|
| Hiçbir zaman | Nadiren  | Bazen | Sık sık | Her zaman |  |
| 1.           | Sırlarınızı anlatmak akıllıca değildir   |       |         |           |  |
| 2.           | İnsanlar beni doğal bir lider olarak görür.  |       |         |           |  |
| 3.           | Yetkililerden intikam almak hoşuma gider.  |       |         |           |  |
| 4.           | İstediğimi elde etmek için akıllıca manipülasyon (kendi çıkarları doğrultusunda birilerini yada bir şeyleri yönlendirme) yapmaktan hoşlanırım. |       |         |           |  |
| 5.           | İlgi odağı olmaktan nefret ederim.   |       |         |           |  |
| 6.           | Tehlikeli durumlardan kaçınırım.   |       |         |           |  |
| 7.           | Her ne pahasına olursa olsun, önemli kişileri kendi tarafına çekmelisin.   |       |         |           |  |
| 8.           | Birçok grup aktivitesi bensiz sıkıcı olur.   |       |         |           |  |
| 9.           | İntikam hızlı ve çirkin (bedeli ağır bir şekilde) olmalıdır  |       |         |           |  |
| 10.          | Başkalarıyla doğrudan çatışma yaşamaktan kaçının, çünkü bu kişiler ileride işinize yarayabilir.  |       |         |           |  |
| 11.          | Özel biri olduğumu biliyorum, çünkü herkes bana sürekli böyle söylüyor.  |       |         |           |  |
| 12.          | İnsanlar sıklıkla kontrolden çıktığımı söyler.   |       |         |           |  |
| 13.          | Daha sonra insanlara karşı kullanabileceğiniz bilgileri bir kenarda tutmak akıllıcadır.  |       |         |           |  |
| 14.          | Bu soruyu okuyorsanız lütfen 4'ü işaretleyiniz.  |       |         |           |  |
| 15.          | Önemli kişilerle tanışmaktan hoşlanırım.   |       |         |           |  |
| 16.          | Başkalarına karşı kaba olabildiğim doğrudur  |       |         |           |  |
| 17.          | İnsanlardan intikam almak için doğru zamanı beklemelisiniz.  |       |         |           |  |
| 18.          | Biri bana iltifat ederse mahcup olurum.  |       |         |           |  |
| 19.          | Benimle uğraşanlar daima pişman olur.  |       |         |           |  |
| 20.          | İnsanların bilmesi gerekmeyen şeyleri onlardan saklamalısınız.   |       |         |           |  |
| 21.          | Ünlü kişilerle mukayese edilmişliğim vardır.   |       |         |           |  |
| 22.          | Yasa dışı işlere bulaşmaktan dolayı hiç sorun yaşamadım.   |       |         |           |  |
| 23..         | Planlarınızın başkalarına değil, kendinize fayda sağlayacağından emin olun.  |       |         |           |  |
| 24.          | Ortalama biriyim.  |       |         |           |  |
| 25.          | Kaybedenlere sataşmaktan hoşlanırım.   |       |         |           |  |
| 26.          | Birçok insan manipüle edilebilir.  |       |         |           |  |
| 27.          | Hak ettiğim saygıyı görmekte ısrar ederim.   |       |         |           |  |
| 28.          | İstediğimi almak için her şeyi söylerim.   |       |         |           |  |

## BÖLÜM 2: KARIYER GELİŞİM VE PSİKOSOSYAL DESTEK ÖLÇEĞİ

Aşağıda çeşitli ifadeler bulunmaktadır. İfadeleri değerlendirirken lütfen doğrudan bağlı bulunduğunuz yöneticinizi düşününüz ve sizin tutumunuza en uygun seçeneği verilen beş basamaklı ölçeği kullanarak belirtiniz.

| 1            | 2  | 3     | 4       | 5         |  |
|--------------|--|-------|---------|-----------|--|
| Hiçbir zaman | Nadiren  | Bazen | Sık sık | Her zaman |  |
| 1.           | Yöneticim bana üst yöneticilerle yazılı ve kişisel iletişimimi artıracak görevler verir.   |       |         |           |  |
| 2.           | Yöneticimin işler konusundaki tutum ve değerlerine katılırım.  |       |         |           |  |
| 3.           | Yöneticim bana gelişim potansiyelimi değerlendirebilecek insanlarla iletişimimi artıracak sorumluluklar verir.   |       |         |           |  |
| 4.           | Yöneticime saygı duyar ve onu takdir ederim.   |       |         |           |  |
| 5.           | Yöneticim bana beni idari bir pozisyona hazırlayacak iş ve görevler verir.   |       |         |           |  |
| 6.           | Yöneticimin çalışma davranışlarını örnek almaya çalışırım.   |       |         |           |  |
| 7.           | Kariyerimde benzer bir pozisyona geldiğimde yöneticim gibi olmaya çalışacağım.   |       |         |           |  |
| 8.           | Yöneticim bana yeni beceriler edinme fırsatları sunan görevler verir.  |       |         |           |  |
| 9.           | Yöneticim sorunlarıma alternatif bir bakış açısı olarak benimle kişisel deneyimlerini paylaşır.  |       |         |           |  |
| 10.          | Konuşmalarımız sırasında yöneticim iyi bir dinleyicidir.   |       |         |           |  |
| 11.          | Yöneticim diğer türlü tamamlamamın zor olacağı görevler/işleri bitirmeme veya teslim sürelerine yetiştirmeme yardımcı olur.  |       |         |           |  |
| 12.          | Yöneticimle yetkinlik hislerim, ilerleme konusundaki adanmışlığım, iş arkadaşlarım ve yöneticilerimle ilişkilerim veya iş/aile çatışmalarım ile ilgili soru veya endişelerim hakkında konuşabilirim. |       |         |           |  |
| 13.          | Yöneticim yeni meslektaşlarımla tanışmama yardımcı olur.   |       |         |           |  |
| 14.          | Yöneticim onunla paylaştığım endişe ve hislerimle ilgili benimle empati kurar.   |       |         |           |  |
| 15.          | Yöneticim, yönetici olma veya terfi alma olasılığımı tehdit edebilecek potansiyel riskleri azaltır.  |       |         |           |  |
| 16.          | Yöneticim bir birey olarak bana saygı duyduğunu ifade eder.  |       |         |           |  |
| 17.          | Yöneticim beni işimden alıkoyan kaygı ve korkularım hakkında açıkça konuşmaya teşvik eder.   |       |         |           |  |

### BÖLÜM 3: KURUMSAL KÜLTÜR ÖLÇEĞİ

Lütfen aşağıdaki ifadeleri okuduktan sonra hâlihazırda çalıştığınız kurumu düşünerek sizin için en uygun seçeneği işaretleyiniz.

ŞU ANDA ÇALIŞTIĞIM KURUMDA...

| 1            | 2  | 3     | 4       | 5         |  |
|--------------|--|-------|---------|-----------|--|
| Hiçbir zaman | Nadiren  | Bazen | Sık sık | Her zaman |  |
| 1.           | Hiç kimse yönetimle ters düşmek istemez.                               |       |         |           |  |
| 2.           | İşlerle ilgili faaliyetler ayrıntılı planlanıp programlanır.           |       |         |           |  |
| 3.           | Herkes işini iyi yapmanın karşılığını alır.                            |       |         |           |  |
| 4.           | Alınan kararlar, doğru ve yeterli bilgiye dayandırılır.                |       |         |           |  |
| 5.           | Olup biten her şey yönetimin denetimindedir.                           |       |         |           |  |
| 6.           | İşlerin zamanında ve kurallara göre yapılmasına önem verilir.          |       |         |           |  |
| 7.           | Formalitelere çok, sonuca önem verilir.                                |       |         |           |  |
| 8.           | İşle ilgili faaliyetler iş birliği ile planlanır.                      |       |         |           |  |
| 9.           | Değişim ve yenilikler yönetimce başlatılır.                            |       |         |           |  |
| 10.          | Herkesin her anı planlanmıştır.  |       |         |           |  |
| 11.          | Başarı desteklenir ve teşvik edilir.                                   |       |         |           |  |
| 12.          | İş birliği, rekabete tercih edilir.                                    |       |         |           |  |
| 13.          | Yöneticiler sadakati teşvik eder ve ödüllendirir.                      |       |         |           |  |
| 14.          | Herkesin ve her şeyin yeri bellidir.                                   |       |         |           |  |
| 15.          | Ödüllendirmede başarı esas alınır.                                     |       |         |           |  |
| 16.          | Yönetim, her seviyeden gelen fikir ve önerilere açıktır.               |       |         |           |  |
| 17.          | Kuralsızlıkların önlenmesi için sıkı denetim söz konusudur.            |       |         |           |  |
| 18.          | Resmi ilişkiler ön plandadır.  |       |         |           |  |
| 19.          | Bu soruyu okuyorsanız lütfen 5'i işaretleyiniz.                        |       |         |           |  |
| 20.          | Yanlış kimin yaptığı değil, sonuçları tartışılır.                      |       |         |           |  |
| 21.          | Herkes birbirinin fikir ve görüşlerine saygılıdır.                     |       |         |           |  |
| 22.          | Ast-üst arasındaki ilişkiler çok resmi/mesafelidir.                    |       |         |           |  |
| 23.          | Yönetim, asıl işlerden çok ayrıntılarla uğraşır.                       |       |         |           |  |
| 24.          | Herkes başarı düzeyinin yüksek olmasını ister.                         |       |         |           |  |
| 25.          | Herkes kurumun başarısı için sorumluluk duyar.                         |       |         |           |  |
| 26.          | Anlaşmazlıklar yönetimin isteği doğrultusunda çözülür.                 |       |         |           |  |
| 27.          | Her şeyin bir standardı vardır.  |       |         |           |  |
| 28.          | Herkes, başarılı olmak için, rahatlıkla risk üstlenebilir.             |       |         |           |  |
| 29.          | Başarılar kadar, başarısızlıklar da paylaşılır.                        |       |         |           |  |
| 30.          | Yöneticiler, sık sık, kurallara uyulmasını hatırlatır.                 |       |         |           |  |
| 31.          | Kişisel bilgi ve yetenekler ön planda tutulur.                         |       |         |           |  |
| 32.          | Herkes kurumuyla gurur duyar.  |       |         |           |  |
| 33.          | İlişkilerde hiyerarşik yapı esas alınır.                               |       |         |           |  |
| 34.          | Güçlü bir rekabet söz konusudur.                                       |       |         |           |  |
| 35.          | Herkes kurumu dışı karşı korur ve savunur.                             |       |         |           |  |
| 36.          | Kurumun başarı düzeyi müşteriler/hizmet alanlar tarafından da izlenir. |       |         |           |  |
| 37.          | Herkes kendini kurumun bir parçası olarak görür.                       |       |         |           |  |

#### **BÖLÜM 4: (DEMOGRAFİK BİLGİ FORMU)**

Son olarak, lütfen aşağıdaki soruları cevaplayınız.

1. Yaşınız: \_\_\_\_

2. Cinsiyetiniz:

Kadın

Erkek

Belirtmek İstemiyorum

3. En son aldığınız eğitim derecesi:

\_\_\_ İlkokul

\_\_\_ Ortaokul

\_\_\_ Lise

\_\_\_ İki yıllık yüksekokul

\_\_\_ Üniversite (dört yıllık)

\_\_\_ Yüksek lisans

\_\_\_ Doktora

4. Çalıştığınız sektör:

\_\_\_ Kamu

\_\_\_ Özel

\_\_\_ Sivil Toplum Kuruluşu (STK)

\_\_\_ Diğer (lütfen açıklayınız)

5. Kurumunuzun faaliyet gösterdiği iş kolu: \_\_\_\_\_

6. Kaç yıldır mevcut işyerinizde çalışıyorsunuz? \_\_\_\_

7. Kaç yıldır doğrudan bağlı bulunduğunuz yöneticiniz ile birlikte çalışıyorsunuz? \_

8. Doğrudan bağlı bulunduğunuz yöneticinizin cinsiyeti nedir?

\_\_\_\_\_ Kadın

\_\_\_\_\_ Erkek

**ARAŞTIRMAMIZA KATILDIĞINIZ İÇİN ÇOK TEŞEKKÜR EDERİZ :)**