

## Dark Triad, Motivation to Achieve Power and Social Value Orientation: A Study from Türkiye

### Karanlık Üçlü, Güç Elde Etme Motivasyonu ve Sosyal Değer Yönelimi: Türkiye'den Bir Çalışma

Murat BOLELLİ, Altınbaş University, Türkiye, murat.bolelli@gmail.com

Orcid No: 0000-0002-9707-1387

Hüseyin EKİZLER, Marmara University, Türkiye, hekizler@marmara.edu.tr

Orcid No: 0000-0001-5903-713X

*Abstract: Previous studies on Social Value Orientation (SVO) have identified certain predictors of the concept such as personality traits, values and experiences. Since motivation to achieve power and Dark Triad constructs share common predictors with SVO, a natural link between them is assumed. Although SVO, power and Dark Triad are theoretically aligned, research integrating all of them is scarce. Hence, first purpose of this study is to examine the effects of motivation to achieve power on SVO and second purpose is to examine the effects of Dark Triad on motivation to achieve power. Data for the research is collected from white collar employees of the companies operating in Türkiye with an online survey using convenience method for sampling. CFA is performed to confirm the scales and examine their factor structures. The goodness of fit indices indicated an acceptable model fit. Path analysis is performed to examine the hypothesized structural model for effects of dark triad on motivation to achieve power. Results indicated narcissism has a significant and positive effect, Machiavellianism has a significant and negative effect on motivation to achieve power. On the other hand, psychopathy is not found to have a significant effect on motivation to achieve power. Logistic regression analysis is conducted to examine if motivation to achieve power effect likelihood of occurring different types of social value orientation. Results suggested otherwise. Overall, this study contributes to the literature by examining interrelations between SVO, Dark Triad and power using a sample from Türkiye. Results highlights the effects of Dark Triad on motivation to achieve power. However, absence of the effect of power concept on SVO calls for further research.*

*Keywords: Dark Triad, Social Value Orientation, narcissism, Machiavellianism, Psychopathy*

*JEL Classification: D23, M12, C83*

*Öz: Sosyal Değer Yönelimi (SDY) ile ilgili araştırmalar kavrama ilişkin kişilik özellikleri, değerler ve önceki deneyimler gibi bazı yordayıcıların varlığını göstermiştir. Güç elde etme motivasyonu ve Karanlık Üçlü yapıları SDY ile ortak yordayıcılara sahip olduklarından aralarında doğal bir bağlantı bulunduğu varsayılmaktadır. Teorik olarak kavramlar benzeşmekle birlikte uygulamada tüm değişkenlerin birlikte ele alındığı araştırmaların nadir olduğu görülmektedir. Bu nedenle çalışmanın birinci amacı Güç Elde Etme Motivasyonunun Sosyal Değer Yönelimi üzerindeki etkilerinin incelenmesi, ikinci amacı ise Karanlık Üçlü'nün (narsisizm, Makyavelizm ve psikopati) Güç Elde Etme Motivasyonu üzerindeki etkilerinin incelenmesi olarak belirlenmiştir. Araştırma verileri, Türkiye'de faaliyet gösteren şirketlerdeki beyaz yakalı çalışanlardan kolayda örnekleme yöntemi kullanılarak online gerçekleştirilen bir anket ile toplanmıştır. Araştırma değişkenlerini ölçmek için Kirliliğe Düzine Karanlık Üçlü Envanteri, Güç Elde Etme Motivasyonu Envanteri ve 9 maddelik Üçlü Baskınlık Ölçeği kullanılmıştır. Ölçekleri doğrulamak ve faktör yapılarını incelemek için DFA uygulanmıştır. Uyum iyiliği endeksleri kabul edilebilir bir model uyumunu göstermiştir. Karanlık üçlü kişilik özelliklerinin güç elde etme motivasyonu üzerindeki etkilerini incelemek için yol analizi yapılmıştır. Analiz sonuçları, narsisizmin güç elde etme motivasyonu üzerinde pozitif ve anlamlı, Makyavelizmin ise negatif ve anlamlı bir etkiye sahip olduğunu göstermiştir. Öte yandan, psikopatinin güç elde etme motivasyonu üzerinde anlamlı bir etkisinin olmadığı bulunmuştur. Güç elde etme motivasyonunun farklı sosyal değer yönelimi türlerinin ortaya çıkma olasılığını etkileyip etkilemediğini incelemek için lojistik regresyon analizi yapılmıştır. Sonuçlar anlamlı bir etki bulunmadığını göstermiştir. Araştırmanın bulguları sonuç bölümünde tartışılmıştır.*

*Anahtar Kelimeler: Karanlık Üçlü, Sosyal Değer Yönelimi, Narsisizm, Makyavelizm, Psikopati*

#### **Makale Geçmişi / Article History**

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## **1. Introduction**

Why do people engage in behaviors that may not serve their immediate self-interest? What motivates individuals to help others in need, donate, volunteer and cooperate with others even when it is costly to them? These questions explore the reasons behind why people consider not only their own well-being but also the well-being of others on a larger scale including their group, community, society, nation and even the environment.

Although the rational, self-interested, payoff maximizing homo economicus myth is assumed to be one of the strongest predictors of human behavior (Von Neuman & Morgenstern, 1947; Luce & Raiffa, 1957; Roth, 1988), traditional theories are proven to fall short of answering questions such as the ones above (Messick & McClintock, 1968; McClintock & Allison, 1989; Van Lange et al., 1997; Cameron et al., 1998; Van Lange, 1999; Joireman et al., 2001; Au & Kwong, 2004; Bogaert et al., 2008; Balliet et al., 2009; Van Lange et al., 2011; Murphy & Ackermann, 2014; Van Andel et al., 2016). While some people tend to make decisions and take actions towards maximizing their own interests, some disregard it and act selflessly, especially in social interactions. One explanation for this diversity is asserted to be the social preferences people have that promote choices and behaviors beneficial to others even though it reduces self-gain or increases costs (Kelley & Thibaut, 1978). Literature shows that such behaviors are studied adopting different perspectives including social preferences, social motives, collective interest, social desirability and social value orientation (SVO). Messick and McClintock identified individual motives leading to behavioral differences and coined the term SVO, defining it as “stable preferences for certain patterns of outcomes for oneself and others” (Messick & McClintock, 1968; McClintock, 1978). Further studies reported that SVO is effected by various concepts such as personality, norms, values, culture, experiences, expectations or beliefs about others, attachment, trust, security, fairness, altruism, inequity aversion, projecting, assumed similarity, group identity etc. (Kuhlman & Wimberley, 1976; Pletzer et al., 2018; Ross et al., 1977; Messé & Sivacek, 1979; McClintock & Van Avermaet, 1982; Kuhlman et al., 1986; McClintock, 1988; Van Lange & Kuhlman, 1994; Van Lange et al., 1997; De Cremer & Van Dijk, 2002; de Kwaadsteniet et al., 2006; Van Lange et al., 2007; Balliet & Van Lange, 2013; Pletzer et al., 2018; Voelpel & Van Lange, 2018). Although there is vast literature regarding to SVO and predictors of the construct, power as one of the most important elements in social interactions seems to escape attention. Therefore, the main purpose of this research is to contribute to the literature by examining if the motivation to achieve power influences SVO.

On the other hand, the concept of social power has its own dynamics and antecedents that calls for further research regarding to why it is needed, why some people have it and others don't, how it can be used efficiently etc. Defined as being capable of doing something or being able to have something done, social power has a central place in leadership, management, organizational and social psychology literatures, because power is needed to influence people and change their behaviors in the desired direction. Previous studies report correlations between gender, culture, values, norms, status, role expectations etc. and the use of power (Johnson, 1976; Eagly, 1983; Offerman and Schrier, 1985; Gruber and White, 1986; Eagly and Johnson, 1990; Cejka and Eagly, 1999; Eagly and Steffen, 2000; Eagly et al., 2000; Eagly, 2013). Another important predictor of the power concept is Dark Triad, a constellation of narcissism, Machiavellianism and psychopathy constructs sharing the common core of callousness and manipulation for self-benefit (Paulhus & Williams, 2002). Evidence suggests both Dark Triad traits and ability to obtain and utilize power are not only instrumental but also functioning as catalysts for career advancement. Previous studies reported positive correlations between dark traits and leadership ratings (Harms et al., 2011; Robie et al., 2008), having promotions, advancing in career (Babiak et al., 2010; Hiller & Hambrick, 2005; Hogan & Hogan, 2001) and use of power (Ekizler & Bolelli, 2020). Nevertheless, there are few researches examining the effects of dark triad on power concept. Moreover, as the best of researchers' knowledge, previous research is primarily focused on power sources or use of it, overlooking the motivation behind. Considering that motivation is an important driver of actions, studying only the use of power may cause to overlook inclinations behind it. Examining the effects of dark traits on the motivation to achieve power can contribute to the literature, especially in the fields of management-organization and organizational behavior. This study intends to attempt filling that gap. Hence, the secondary purpose of this study is to examine if the Dark Triad has an effect on motivation to achieve power.

The main research questions for this study are: 'Does Dark Triad have an effect on motivation to achieve power and does power has an effect on SVO?'. Results of this study can also contribute to the literature by extending further questions such as 'Does effect of power alter SVO (i.e.. preferences)?', 'If power alters SVO, what are the contextual and/or situational factors that effect the relationship?' as well. The study is organized as follows, after the introduction the second section briefly reviews SVO, Dark Triad and power concepts, the third and fourth sections present research methodology and findings, the final section concludes and discusses research findings.

## **2. Conceptual Framework**

Dark Triad consists of Machiavellianism, psychopathy and narcissism constructs which are conceptualized to be distinct yet empirically overlapping (Paulhus & Williams, 2002). Common characteristics of Dark Triad traits are lack of empathy, callousness, disagreeableness, hypocrisy, exploitativeness and manipulation (Ali et al., 2009; Jonason et al., 2009; Miller et al., 2010; Jones and Paulhus, 2011; Jones and Figueredo, 2013). Narcissism is marked by grandiosity, self-entitlement, superiority and dominance (Corry et al., 2008), psychopathy is characterized by impulsivity, thrill-seeking, low empathy, lack of concern and respect for others (Hare, 1985; Lilienfeld and Andrews, 1996; Paulhus and Williams, 2002; O'Boyle et al., 2012). Machiavellianism is asserted to manifest itself with manipulateness, cynicism, coldness and immoral behaviors (Jones and Paulhus, 2009) enabling to act as socially skillful chameleons unlike narcissists and psychopaths (Kessler et al., 2010; O'Boyle et al., 2012). High level of Dark Triad traits is associated with inappropriate reactions in interpersonal relations that has a potential to decrease prosociality and relationship satisfaction (Wai & Tiliopoulos, 2012; White, 2014; Goetz & Meyer, 2018; Brewer et al., 2023; Douglass et al., 2023).

Dark Triad traits are studied at subclinical level, indicating the tendency to exhibit some characteristics of the constructs but not all of them or not in a high magnitude that is required to make a clear clinical diagnosis. Although Machiavellianism, psychopathy and narcissism contain negative qualities that are hypothesized to produce detrimental effects, research shows evidence suggesting both in that direction and otherwise as well. In line with the argument, Dark Triad traits are associated with undesirable workplace behaviors such as lying, abuse, making unethical decisions, deviant workplace behaviors, excessive risk taking and they are also related to attractiveness, leadership, self-confidence that positively effect success in terms of being hired, promoted, development of a successful career, leadership ratings etc. (Paunonen et al., 2006; Robie et al., 2008; Ames, 2009; Babiak et al., 2010; Harms et al., 2011; Wille et al., 2013; Grijalva and Newman, 2015; Greenbaum et al., 2017). This raises the question if Dark Triad is somehow functional especially in the business context.

Climbing the corporate ladder, attaining and sustaining leadership positions, building a successful career is asserted to be a function of political skills, personality and motivation (Belmi & Pfeffer, 2016). Among these, political skills and personality have been subjected to numerous research but the same cannot be said especially regarding the factors that create variation in the motivation to seek power. In his early studies McClelland (1980) has drawn attention to the relationship between the strength of people's motives to acquire power and how quickly they progress up the management ranks. Further studies reported that power is built or

accumulated by means of position, expertise, information, coercion, rewards, dependence, reciprocity, equity, reference in the workplace (French et al., 1959; Raven, 1992; Yukl & Tracey, 1992; Pfeffer, 2010; Adamovic, 2023). In the quest for satisfying the need, power (nPower) can be perceived as not only a strong internal motivation factor but also a resource for influencing others to do something that they would not have done otherwise (McClelland, 1985; Raven et al., 1998; Moon et al., 2002). Although there are numerous research adopting both approaches, the concept is taken in the former sense (nPower: the need for power) to the fulfill secondary purpose of this research. As a closely related concept to self-esteem, the desire for dominance, influence and impact on others (McClelland, 1970), nPower tends to exhibit itself as working towards occupying a powerful, high-ranking position, advancing in the workplace, being listened to and obeyed, taking the leadership of the group, making critical decisions etc. (Koslowsky & Schwarzwald, 2001; Schwarzwald et al., 2001; Schwarzwald et al., 2004; Belmi & Pfeffer, 2016).

Power concept have been studied using different predictors. Among them personality traits are one of the significant ones that have returned relatively stable results. Research showed positive correlations between agreeableness and expert, reward, legitimate and charismatic power. Also, neuroticism is positively related to coercive and negatively related to expert power (Karkoulian et al., 2009). On the other hand, openness to experience, agreeableness and consciousness is found to be positively correlated with expert and charismatic, neuroticism is related to expert and extraversion to reward power (Yahaya et al., 2011). Moreover, consciousness is found to be negatively correlated with legitimate, reward and coercive power as well. Considering findings above, it can be asserted that preference of power sources is a function of personality traits.

Previous studies indicate that Dark Triad constructs are also related to big five personality traits. In general, all the dark triad traits are negatively related with agreeableness and conscientiousness (Jakobwitz & Egan, 2006; Jonason, Koenig & Tost, 2010; Jonason, Li & Buss, 2010; Jonason, Li & Teicher 2010; Jonason & Webster, 2010; Miller et al., 2010). Specifically, narcissism and psychopathy are reported to associate with extraversion and openness, Machiavellianism and psychopathy is showing low scores on Conscientiousness, positive relations between Machiavellianism, psychopathy and neuroticism, negative relations between narcissism and psychopathy with agreeableness have been reported (Eysenck & Eysenck, 1985; Miller, Lynam, Widiger & Leukefeld, 2001; Martin et al., 2003; Paulhus & Williams, 2002; Plessen et al, 2020; Vernon et al., 2008).

Taking similarities of the underlying personality traits between nPower and Dark Triad into account a natural fit between two concepts can be assumed (Zeigler-Hill & Dehaghi, 2023). Literature provide evidence regarding to the predictive power of Dark Triad on motivation to achieve power as well (Lee et al., 2013). Therefore, the first hypothesis of this research is:

**H<sub>1</sub>**: Dark Triad personality traits has an effect on motivation to achieve power.

**H<sub>1a</sub>**: Machiavellianism has an effect on motivation to achieve power.

**H<sub>1b</sub>**: Narcissism has an effect on motivation to achieve power.

**H<sub>1c</sub>**: Psychopathy has an effect on motivation to achieve power.

On the other hand, qualities such as cooperation, collaboration, teamwork, negotiation, information sharing, conflict management etc. are not only required but also expected in the workplace to achieve corporate objectives that consists of the sum of individual targets. Looking closely, all above are related reaching to an agreement that satisfies all parties involved, supporting the argument that people often encounter situations in which they need to balance their interests and others at work (Komorita & Parks, 1994). Research reports considerable behavioral differences in those cases (Balliet et al., 2009). Although traditional selfishness axiom dictates rational, self-interested behaviors, it is observed that most people often do not attempt to maximize their payoff when interacting with others especially in strategic situations (McClintock & McNeel, 1966a, 1966b, 1966c, 1967; Messick & Thorngate, 1967). Such individual differences are attributed to SVO concept which refers to “a continuum that reflects the degree to which a decision maker will choose to sacrifice his or her own resources to benefit another” (Murphy & Ackermann, 2014). Shaped by the social interactions in which two or more people are involved, SVO is developed through lifetime by the effects of them (Kelley, 1997; Van Lange et al., 1997). Deutsch (1960) proposed a taxonomy consists of three major motivational orientations (cooperative/prosocial, individualistic and competitive) which is later adopted by Messick and McClintock (1968), leading the way to conduct numerous research on the subject. Although other social preferences are introduced by researchers such as altruistic, maximin, sadistic, masochistic literature shows threefold taxonomy is still predominant.

Prosocials tend to equalize and/or maximize joint gains. Cooperation and equality norms within the concept present themselves through behaviors towards maximizing outcomes and minimizing differences between them for both self and others. Prosocials assign positive weights to their outcomes as well as others and value fairness unless others fail to reciprocate (Van Lange et al., 1997; Karagonlar & Neves, 2020). Individualists seek to maximize their own outcomes and are indifferent to how much others receive. Main motivation is to secure maximal resources for themselves. And finally, competitors tend to maximize relative outcomes, the

difference between their own outcome and others (relative advantage) in other words. (Balliet et al., 2009; Murphy & Ackermann, 2014).

The three motivational orientations can be shown as:

$$U_{(x,y)} = x + ay \quad (1)$$

- $a = 1$  representing prosocials, seeking joint gain maximization
- $a = 0$  representing individualists, seeking own gain maximization
- $a = -1$  representing competitors, seeking relative gain maximization.

Literature review indicates that SVO and its predictors are studied extensively. Findings suggest that concept is shaped by various factors such as personality, beliefs about others, expectations, fairness, honesty, trust etc. (Messé & Sivacek, 1979; McClintock & Van Avermaet, 1982; Kuhlman et al., 1986; McClintock, 1988; Van Lange & Kuhlman, 1994; Van Lange et al., 1997; Van Lange et. al, 2012; Pletzer et al., 2018; Voelpel & Van Lange, 2018). Although SVO is developed by both favorable and unfavorable outcomes of the experiences and interactions over the course of a lifetime, personality is still one of the most important denominators taking its temporal stability into account (Van Lange et. al, 2012). Supporting this argument, SVO is asserted to have a significant overlap with HEXACO honesty-humility and with Big Five agreeableness personality traits (Hilbig et. al, 2014). On the other hand, studies on the relationship between need for power which is a significant variable that structure the personality and SVO is scarce. Theoretically the need for power can be related to all three orientations. The tendency to maximize joint gain is a natural way of making fair (perceived or real) and acceptable agreements that is central to building lasting coalitions and order. Those qualities may help to rise into leadership positions that will better satisfy the need for power. Adopting the competitive and individualistic perspectives, seeking one's own or relative gain can also be effective in achieving a similar result but by pursuing a different route. Since power is a fundamental need that is asserted to effect decisions and behaviors, the link to preferences it may induce in social interactions is worth examining further. Hence, second hypothesis of this research is:

**H<sub>2</sub>:** Motivation to achieve power has an effect on SVO.

**H<sub>2a</sub>:** Motivation to achieve power has an effect on prosocial choices.

**H<sub>2b</sub>:** Motivation to achieve power has an effect on individualistic choices.

**H<sub>2c</sub>:** Motivation to achieve power has an effect on competitive choices.

In the light of the literature discussed above, the conceptual model is prepared as illustrated in Figure 1.

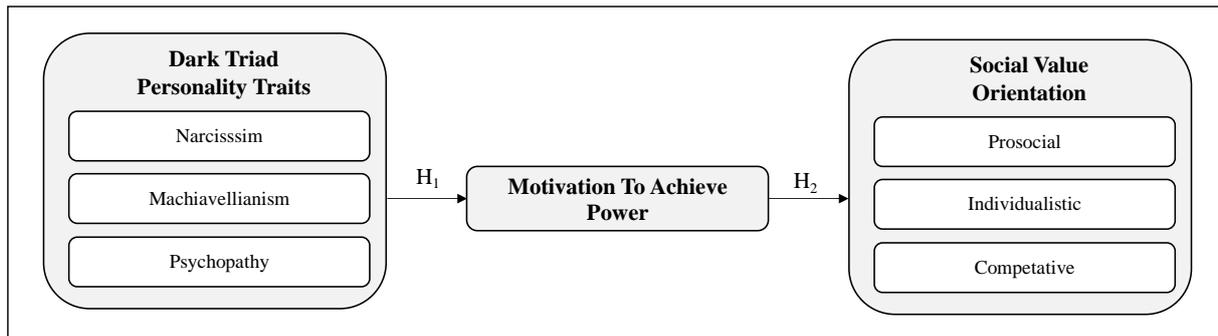


Figure 1. Conceptual Model

### 3. Methodology

#### 3.1. Sample and Data Collection

The data is collected through the students studying in Human Resources master's programme at Marmara University, who are also employed in HR departments. Thereby, the sample of this research consists of white-collar employees working at various companies in different industries. A questionnaire is designed to measure the demographic profile, Dark Triad, motivation to achieve power and SVO concepts. In order to collect the data for the study, Google Forms is used between 30<sup>th</sup> of November and 27<sup>th</sup> of December 2022. A total of 451 forms are collected using convenience sampling method. After removing 67 responses that weren't satisfying SVO scoring rule, 384 questionnaires remained which are satisfactory for the statistical analysis.

The choices made by participants in the SVO questionnaire are counted following the scoring rule of the test. Participants who made at least six consistent choices from a category are assigned to that specific SVO type. Hence, 200 prosocial (52.1%), 145 individualistic (37.8%) and 39 competitive (10.2%) employees are identified out of 384 respondents in the data set. Distribution shows a similar pattern with previous studies which suggest 50-54 % prosocials, 33-37% individualistics and 9-11% competitiveness (Budescu et al., 1997; Van Lange et al., 1997; De Cremer & Van Dijk, 2002; Brucks & Van Lange, 2007; Klapwijk & Van Lange, 2009).

Table 1 indicates the sample description including gender, marital status, education level, age, experience and sector of the respondents.

Table 1. Demographic Profile of the Sample

Variable	Category	N	%	Variable	Category	N	%
<b>Gender</b>	Female	248	64.6	<b>Sector</b>	Information	23	6
	Male	129	33.6		Consultancy	10	2.6
	Prefer not to state	7	1.8		Education	42	10.9
<b>Marital Status</b>	Married	201	52.3		Energy	10	2.6
	Single	183	47.7		Finance	111	28.9
<b>Education Level</b>	Highschool and less	15	3.9		Food	7	1.8
	Associate	30	7.8		Construction	12	3.1
	Undergraduate	259	67.4		Logistics	9	2.3
	Graduate	80	20.9		Automotive	36	9.4
<b>Age</b>	Mean	33.4	<b>Min:</b> 21		Retail	32	8.3
	Standard Dev.	8.1	<b>Max:</b> 67	Health	12	3.1	
<b>Experience (years)</b>	Mean	5.9	<b>Min:</b> <1	Production	7	1.8	
	Standard Dev.	6.5	<b>Max:</b> 44	Other	73	19	

### 3.2. Instruments

Dirty Dozen Dark Triad Inventory (Jonason and Webster, 2010) is used to measure dark triad personality traits. Scale is adapted into Turkish by Özsoy, Rauthmann, Jonason and Ardiç (2017). Participants are asked how much they agreed to the statements such as “Tends to want others to admire him”, “Has used deceit or lied to get his/her way”, “Tends to seek prestige or status” taking their supervisors into consideration. The response to each question ranged from “1=Strongly Disagree” to “5=Strongly Agree”.

In order to measure motivation to achieve power, instrument developed by Belmi & Pfeffer (2016) is used. The instrument consisting of 10 items was translated into Turkish by the authors using a translation and back-translation procedure, as there was no Turkish adaptation study available in literature. Participants answered 10 questions such as “I would like to be in a powerful position in an organization”, “I seek out opportunities to advance in the workplace”, “In a group setting, I want to be the dominant figure”, rating their answers between “1=Strongly Disagree” to “5=Strongly Agree”.

The 9-Item Triple-Dominance Measure is used to measure SVO concept in this research. The questionnaire is adapted into Turkish by Yalçın (2009). Scale contains nine questions that have three answer options for each which represent prosocial, individualistic and competitive tendencies. These options are presented in different order for every question. To calculate the final score, the number of prosocial, individualistic and competitive answers given by the participants are counted. If six or more answers indicate a particular category, then the participant is designated as being that type considering the tendency is consistent. If a participant did not choose at least six options from one category, then she is excluded from the

study (McClintock & Allison, 1989; Platow, McClintock & Liebrand, 1990; Van Lange & Kuhlman, 1994).

#### 4. Findings

The analysis procedures of the study are composed of two main phases. Initially, SVO scores of respondents are calculated and inconsistent ones are excluded. Then the validity and reliability of dark triad and motivation to achieve power constructs are assessed via confirmatory factor analysis (CFA) and path analysis using IBM SPSS AMOS v26. Finally, Multinomial Logistic Regression Analysis is performed to reveal the effects of motivation to achieve power on the 3-types of social value orientations.

##### 4.1. Confirmatory Factor Analysis

To confirm the scales used in this study and examine their factor structure, CFA is performed. The goodness of fit indices indicated an acceptable model fit ( $\chi^2(159) = 554.987$   $p < 0.001$ ; CFI= 0.912; TLI= 0.903; IFI=0.914 RMSEA=0.078) (Hair et al., 1998). Two items are removed from the measurement model due to low factor loadings ( $< 0.50$ ), one item from psychopathy (“I tend to lack remorse”) and one item from motivation to achieve power (“I want other people to do what I want”).

Table 2. Confirmatory Factor Analysis Results

Construct/Item	CFA Loading	$\alpha$
<b>Dark Triad</b> (CR=0.743, AVE=0.534)		0.796
<i>Psychopathy</i>		0.704
I tend to be cynical.	0.636	
I tend to be callous or insensitive.	0.616	
I tend to not be too concerned with morality or the morality of my actions.	0.512	
<i>Narcissism</i>		0.802
I tend to want others to admire me.	0.789	
I tend to seek prestige or status.	0.700	
I tend to expect special favors from others.	0.700	
I tend to want others to pay attention to me.	0.657	
<i>Machiavellianism</i>		0.866
I tend to exploit others towards my own end.	0.854	
I tend to manipulate others to get my way.	0.814	
I have used deceit or lied to get my way.	0.795	
I have used flattery to get my way.	0.745	
<b>Motivation to Achieve Power</b> (CR=0.931, AVE=0.603)		0.933
I would like to be in a powerful position in an organization.	0.831	
I would like to be a powerful person.	0.819	
I would like a powerful job.	0.815	
I would like an active role in the leadership of a group.	0.815	
I would like to be in a high-ranking position in an organization.	0.793	
I seek out opportunities to advance in the workplace.	0.766	
I want people to listen to me.	0.742	
I want to be able to make the decisions.	0.720	
In a group setting, I want to be the dominant figure.	0.670	

$\chi^2(159, N=384) = 554.897$   $p < 0.001$ ;  $CMIN/df = 3.490$ ;  $CFI = 0.912$ ;  $TLI = 0.903$ ;  $IFI = 0.914$ ;  $RMSEA = 0.078$

The findings confirmed the construct validity, internal consistency, convergent and discriminant validities. The factor loadings of each item exceeded 0.50, average variance extracted values (AVE) ranged between 0.534 to 0.603, composite reliability (CR) values ranged between 0.742 to 0.931 and Cronbach's alpha values exceeded 0.70 (Anderson and Gerbing, 1988; DeVellis, 2003). The Fornell-Larcker criterion suggests that the square root of average variance extracted by constructs, particularly dark triad and motivation to achieve power, should exceed the correlations between them (Fornell and Larcker, 1981). The correlation between dark triad and motivation to achieve power is found as 0.067. Additionally, as evidence for discriminant validity heterotrait-monotrait (HTMT) ratio of correlations were found as 0.304.

#### 4.2. Path Analysis

Path analysis is performed to examine the hypothesized structural model for effects of dark triad on motivation to achieve power. Results of path analysis indicated an acceptable model fit ( $\chi^2(109)=354.105$   $p<0.001$ ; CFI=0.941; TLI=0.926 IFI=0.941; RMSEA=0.077).

Table 3. Structural Model Results

Proposed Hypotheses	$\beta$	Std. Error	Std. $\beta$	t-value
<b>H<sub>1a</sub></b> : Narcissism → Motivation to Achieve Power	0.596	0.060	0.652	9,910***
<b>H<sub>1b</sub></b> : Machiavellianism → Motivation to Achieve Power	-0.174	0.053	-0.163	-3.281**
<b>H<sub>1c</sub></b> : Psychopathy → Motivation to Achieve Power	<i>ns</i>	-	<i>ns</i>	<i>ns</i>

$\chi^2(109)=354.105$   $p<0.001$ ; CFI=0.941; TLI=0.926 IFI=0.941; RMSEA=0.077

\*\*\*  $p<0.001$ , \*\*  $p<0.01$ , *ns*: not significant

The results in Table 3 indicated that narcissism ( $\beta=0.652$ ) has a significant, positive and relatively strong effect on motivation to achieve power. Machiavellianism ( $\beta=-0.163$ ) is found to be a negative significant predictor of motivation to achieve power. On the other hand, psychopathy is found to be an insignificant variable on motivation to achieve power. H<sub>1</sub> is partially supported due psychopathy's insignificant result.

#### 4.3. Multinomial Logistic Regression Analysis

The dependent variable of the study, social value orientation, consists of three nominal categories. In order to examine the effects, logistic regression analysis can be used as an alternative to path analysis. Parameter estimates are made through the maximum likelihood method in logistic regression analysis, therefore it assumes no severe correlations among explanatory variables. In this study it is found to be 0.067, hence logistic regression analysis is preferred.

Table 4. Results of Multinomial Logistic Regression Analysis

Model	-2LL	$\chi^2$	df	p-value
Initial	156.245			
Final	154.692	1.552	2	0.460

The model fit is tested based on the logarithmic likelihood (LL). The final model including the predictor variable -motivation to achieve power- is found to have an insignificant improvement comparing to the initial model ( $p=0.460>0.05$ ). In other words, the likelihood of occurring different types of social value orientation is not affected by motivation to achieve power.

## 5. Conclusion and Discussion

Although traditional postulate suggests rational, profit maximizing behaviors of individuals, research especially in social sciences, reported selfless, helping, altruistic attitudes and behaviors that contradict with the axiom. SVO is one of the explanations for the gap between tendencies that mainstream theories dictate and observations. Shaped by various factors such as personality, nurture, values, culture, past experiences, expectations from others (Messé & Sivacek, 1979; McClintock & Van Avermaet, 1982; Kuhlman et al., 1986; McClintock, 1988; Van Lange & Kuhlman, 1994; Van Lange et al., 1997; Van Lange et al., 2012; Pletzer et al., 2018; Voelpel & Van Lange, 2018), SVO concept has an important place in interpersonal interactions. Also, in the business context where social skills are one – if not most- of the important competencies, SVO is asserted to be a key predictor of the decisions and actions of individuals that may effect performance and success at not only personal but also corporate level (Nauta et al., 2002; Upton, 2009). Motivation to achieve power is another fundamental drive subjected to numerous research in management and organization field, that is asserted to relate advancing in ranks (Harms et al., 2011; Robie et al., 2008). Concept has its roots in need or desire to lead others, occupying managerial positions, influencing decisions yet the literature regarding its relationship with SVO is scarce. Hence, the main purpose of this study is to examine if the motivation to achieve power has an effect on SVO.

On the other hand, individualistic and competitive orientations of SVO shows disposition towards personal and relative gain maximization. By definition, individualistics are focused on self-payoff and indifferent to what others get, competitiveness are satisfied by the difference of what they get compared to others. These tendencies are not only in line with homo economicus perspective but also linked to negative aspects of personality such as Dark Triad consisting of narcissism, Machiavellianism and psychopathy. The manipulative, exploitative and callous

nature of the triad is not only a driver but also a catalyst for “getting ahead” but not necessarily “getting along” (Jones & Paulhus, 2010). Research reports that other than SVO, Dark Triad is also related to obtaining and maintaining status and power to satisfy above needs (Furnham et al., 2013). Hence, taking the conceptual overlap between dark triad and power into account, the secondary purpose of this study is to examine if the Dark Triad has an effect on motivation to achieve power.

First result of the study is that narcissism has a positive and significant effect, Machiavellianism has a negative and significant effect, psychopathy does not have a significant effect on motivation to achieve power. Narcissism manifests itself with grandiosity, self-entitlement, superiority, dominance, leadership-authority, need for admiration, seeking for approval and exploitativeness. In the quest for satisfying those needs, narcissism is asserted to be instrumental for rising to higher levels both in social structure and organizational hierarchy, even asserted as a precondition for it (Campbell et al., 2000). Previous studies indicate positive correlations between the construct and harsh forms of power especially with coercion and negative or no correlation between softer forms of power such as reward, information and expert (Ekizler & Bolelli, 2020). Considering the theoretical fit between variables and findings positive effect of narcissism on power can be explained. On the other hand, psychopathy manifests itself with impulsive, thrill-seeking behaviors combined with lack of respect for others. Achieving to power require careful planning, patience, obtaining other people’s support, building relationships and coalitions to command ones needs and expectations to others. Previous studies provide evidence of both positive and negative effects of the concept on different power sources (positive on coercion, negative on information and dependence). Hence, it can be argued that psychopathy has a conditional effect on power depending on the desired end result as well as the satisfaction during the process. Machiavellianism's negative effect on the other hand, is contrary to previous studies that require further research and analysis. Characteristics that represent the concept such as hypocrisy, using deceit and manipulation for self-interest are positively related to power at theoretical level. Samples specific nature is a factor that can be used for interpreting the finding. Majority of the participants are HR professionals, followed by finance and administrative employees. These are support functions that help core functions to produce goods and services as well as creating revenue indirectly. Because of conducting support activities, these departments are not expected to lead the whole of the corporation but usually only their own domains. In practice, career paths are horizontally open and vertically limited for staff functions in most cases, suggesting that overall responsibility is seldomly available for staff positions. It is true that contemporary

organizational structures have C level staff positions and representation at the board level, yet still it can be asserted that power support functions hold is limited to its own silo. Another important aspect of support functions is that they do not contribute to corporate level goals directly but through core functions conducting activities that increase performance. Most of these processes require mutual trust and respect, honesty, openness, transparency, accountability which are opposite of Machiavellianistic and psychopathic features. Also, personality traits, values and skill set of the support function professionals do not overlap with the callous and manipulative nature of the concepts too. In this sense, obtaining and using power is not only limited by the place that function occupies in the corporate structure but also with the employees' characteristics that do not possess such negative qualities. Therefore, it can be concluded that although narcissism has a positive effect on motivation to achieve power as hypothesized, Machiavellianism has found to have a negative effect because there is neither need nor use of it taking detrimental aspects of the concept into account for achieving power especially in support functions.

Second finding is that analyses results showed motivation to achieve power has no effect on likelihood of social value orientation occurrence. Although power is a central variable in social relationships, findings suggest that SVO is not directly related to the concept. Considering that SVO is a result of experiences, beliefs, culture, norms, personality and developed through lifetime, it can be asserted that those building blocks are forming SVO concept more than need for power. SVO is defined as relatively stable preferences for the outcomes for self and others. Concept shows the tendency towards distributing payoffs in strategic situations where other players expected or real actions strongly effect, even dictate one's choices. Motivation to power concept on the other hand, does not contain strategic context as much as SVO does and is more of a product of individual needs. Therefore, it can be argued that compared to SVO, need for power is more independent of other parties needs and expectations but a personal drive that needs to be addressed and satisfied. Taking the finding and theoretical framework into account, it can be suggested for further studies to focus on the question if the root of need for power is in elsewhere (i.e., personality, organizational culture, job itself, team characteristics, business context etc.).

There are several theoretical contributions of this study to the literature. First, as the best of researchers' knowledge, a study consisting of SVO, Dark Triad and Power variables is not conducted before. Interrelations between concepts can shed light for future studies. Second, research about Dark Triads effects on power is not only scarce but focused only on the use of power. This study examined the effects of motivation to achieve power. Third, although SVO

and power constructs share a common core, relationship between them are underemphasized. Studying such effects can contribute to current body of knowledge of SVO.

This study has several limitations. First, motivation to achieve power is not measured taking its sub dimensions into consideration. In other words, results represent participants need for power but not the drivers or sources of the need. Further studies may focus on them to contribute to the literature. Second, online questionnaires are used to collect the data from white collar employees. This also narrows the representativeness of the sample and raises questions regarding to the objectivity of the answers and bias effect in general. Future research can advance the current knowledge by applying different data collection techniques to overcome these issues. Finally, SVO construct is closely related to the cultural background. Effects of dominant characteristics of the Turkish culture should be reflected in the results. Dark Triad and power concepts have cultural sensitivities as well. Hence, more studies containing additional mediating and/or moderating variables are needed to explore relationships between constructs and context.

The research ethics are considered and approved by university committee.

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