MANAGEMENT

THE EFFECTS OF DARK TRIAD (MACHIAVELLIANISM, NARCISSISM, PSYCHOPATHY) ON THE USE OF POWER SOURCES

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Abstract

Purpose of this research is to examine effects of dark triad personality traits (Machiavellianism, narcissism, and psychopathy) on the managers' use of power sources. Data is collected from employees who work in various companies operating in different industries in Turkey through questionnaire surveys, using convenience sampling method for sampling. To measure Dark Triad personality traits Dirty Dozen scale which is developed by Jonason and Webster (2010) is used, to measure power sources Interpersonal Power Inventory (IPI) which is developed by Raven et al. (1998) is used. Exploratory Factor Analysis is conducted to dirty dozen and IPI scales which returned three and ten items respectively. Correlation and multiple regression analyses are conducted using all items, lead to find out moderate correlations between dark triad constructs, positive correlations between dark triad and personal coercion, impersonal coercion, legitimacy-position and negative correlations between legitimacy-dependence and information power sources. Also, regression analyses showed psychopathy and Machiavellianism has negative effect on information and legitimacy-dependence as well as positive effect on the use of impersonal coercion. Results indicated positive effect of narcissism and negative effect of psychopathy on the use of expert power. All three constructs are founded to have a positive effect on the use of personal coercion. Dark triad constructs are founded not to have an effect on personal reward, impersonal reward, legitimacy-equity and legitimacy- reciprocity power sources. The implications of the results are discussed and future research areas are suggested.

Keywords: Dark Triad, Narcissism, Machiavellianism, Psychopathy, Power Sources.

YÖNETIM

KARANLIK ÜÇLÜNÜN (MAKYAVELIZM, NARSISIZM, PSIKOPATI) GÜÇ KAYNAKLARI KULLANIMI ÜZERINDEKI ETKILERI

Özet

Bu çalışmanın amacı, karanlık üçlü kişilik özelliklerinin (narsisizm, psikopati, makyavelizm) yöneticilerin güç kaynakları kullanımına etkilerinin incelenmesidir. Araştırma verisi Türkiye'de farklı sektörlerde çalışmakta olan kişilere kolayda örnekleme yöntemi kullanılarak anket uygulanması ile toplanmıştır. Karanlık üçlü için Jonason ve Webster tarafından 2010 yılında geliştirilmiş olan Karanlık Üçlü Ölçeği, güç kaynaklarını ölçmek için ise Raven ve diğerleri tarafındn 1998 yılında geliştirilen IPI ölçeği kullanılmıştır. Ölçeklere keşfedici faktör analizi uygulanmış, sırasıyla üç ve on boyut elde edilmiştir. Akabinde korelasyon ve çoklu doğrusal regresyon analizleri yapılarak araştırmanın hipotezi sınanmıştır. Araştırma sonuçları, karanlık üçlü yapıları arasında ortalama düzeyde bir korelasyon bulunduğuna, üçlü ile kişisel cezalandırıcı, kişisel olmayan cezalandırıcı, yasal-pozisyon güç kaynakları arasında pozitif korelasyon bulunduğuna, bilgi ve yasal-bağımlılık kaynakları arasında ise negatif korelasyon bulunduğuna işaret etmektedir. Ayrıca regresyon analizleri psikopati ve makyavelizmin bilgi ve yasal-bağımlılık güç kaynakları üzerinde negatif etkisinin, kişisel olmayan cezalandırıcı güç kaynağı üzerinde ise pozitif etkisinin bulunduğunu göstermektedir. Öte yandan bulgular narsisizmin uzmanlık gücü üzeride pozitif, psikopatinin ise negatif etkisi olduğunu göstermektedir. Karanlık üçlünün tüm alt boyutlarının kişisel cezalandırıcı güç üzerinde pozitif etkiye sahip olduğu, kişisel ödüllendirici, kişisel olmayan ödüllendirici, yasal-eşitlik ve yasal-karşılıklılık kaynakları üzerinde ise istatistiksel olarak anlamlı bir etkisinin bulunmadığı tespit edilmiştir. Araştırma bulguları sonuç bölümünde tartışılmıştır.

Anahtar Kelimeler : Karanlık Üçlü, Narsisizm, Makyavelizm, Psikopati, Güç Kaynakları.

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1. Introduction

Management can be defined as getting things done through other people. In order to get things done, among other things employees are needed to be influenced, organized, lead, motivated and controlled. Possessing power and using it effectively are important determinants for the success of those activities. Power can be defined as the resources available to someone so that s/he can influence another person to do something that person would not have done otherwise (Raven et al., 1998). In this sense, power is related to potential or available resources while the use of these resources is a different concept which is referred as influencing. Both social power and influence concepts drew attention especially in the fields of management, organization psychology and leadership on the last decades (Schwarzwald and Koslowsky, 1999; Schwarzwald et al., 2005; Raven, 1992, 2001). Although terms social power and influence are used interchangeably, concepts are different and can be separated by notions possession and use. Possession of power sources does not always mean that they can be used effectively (in terms of ability) or they are preferred to be used (considering pros and cons), suggesting that use of power sources is situationally contingent (Schwarzwald et al., 2001; Raven, 1992, 1993).

Dark triad is a constellation of constructs Machiavellianism, narcissism and psychopathy, referring to the personality traits which allow a degree of functionality, not impeding natural flow of life despite being qualified as aversive (Paulhus and Williams, 2002). It is suggested that, dark triad is consisted of overlapping but distinct concepts, which has common features like low agreeableness, socially malevolent character, duplicity, maliciousness, coldness and aggressiveness (Paulhus and Williams, 2002). On the other hand, studies report pairwise overlaps, specifically between Machiavellianism and psychopathy (Fehr et al., 1992; McHoskey et al., 1998), narcissism and psychopathy (Gustafson and Ritzer, 1995), Machiavellianism and narcissism (McHoskey, 1995) as well.

Although literature review isn't returned a study which focuses specifically on the relationship between dark triad and use of power, Jonason et al., (2012) reported that in the context of workplace manipulation maneuvers, psychopathy is related to harsh tactics like threat of punishment, ingratiation and manipulation, narcissism is related to soft tactics like charm, team play, promise of reward, appearance and Machiavellianism is related to both harsh and soft tactics depending on the circumstances. Research regarding to work life is observed to take normal features of personality and effects of it into consideration (Boyle, 2008), which may limit the analyses of negative features of personality in the organizational context (Harms and Spain, 2015). Dark triad traits are associated with the use of dishonest, manipulative and unethical behaviors as well white collar crimes (Jonason and Webster, 2010; Jones, 2014; O'Boyle et al., 2012; Spain et al., 2014; Wisse and Sleebos, 2016). Hence studies on dark attributes, managers' preferences of using power and effects of dark triad on the use of power sources may contribute to organizational behavior literature.

This research intends to examine effects of dark triad personality traits (Machiavellianism, narcissism, and psychopathy) on the managers' use of power sources. The study is organized as follows, after the introduction second section briefly reviews dark triad, narcissism, Machiavellianism, psychopathy and social power concepts, third section presents research methodology and findings, fourth section concludes and discusses findings.

2. Conceptual Framework

2.1. Dark Triad

Paulhus and Williams studied subclinical narcissism, Machiavellianism and subclinical psychopathy constructs together with big five personality traits which are openness, consciousness, extraversion, agreeableness, neuroticism in addition to cognitive abilities and self-enhancement to assess similarities and differences between them in their 2002 research. Results indicated that traits which form dark triad are moderately intercorrelated but not equivalent and characteristic in common among them is low disagreeableness. After the first study which asserted that constructs are distinct, numerous studies are conducted related to the concept especially in the fields of organizational behavior, organizational psychology and social psychology (Furnham et al., 2013; Lee et al., 2013; Harms and Spain, 2015; Özsoy and Ardıç, 2017; Jonason et al., 2012; Özer et al., 2016; Aydoğan et al., 2017; Kanten et al., 2015; Furtner et al., 2011). Despite dark triad traits are considered as repulsive, they are also argued to provide advantage in some success criteria such as being recruited, promoting higher positions in corporate hierarchy, building successful careers etc. since they are asserted to relate to the attributes attractiveness, leadership, self-confidence, impression management (Ames, 2009; Paunonen et al., 2006; Babiak et al., 2010).

Studying dark triad and effects of it to superiors' ways of getting things done may provide insights to identify and manage negative consequences of them both to organization and to employees and may contribute to the literature.

2.1.1. Narcissism

Narcissism is a construct which manifests itself with characteristics of extreme self-loving, having a strong desire to be liked, lack of empathy, mischaracterizing other individuals as unimportant (Geçtan, 2010). Literature shows concept is studied in two levels as personality disorder and subclinical narcissism. Although clinical and sub clinical narcissism has overlapping parts, difference between them is determined by the strength of tendency which is asserted to be significantly lower in subclinical narcissism (Özsoy and Ardıç, 2017). The concept is studied at clinical level in psychiatry and clinical psychology and at subclinical level in organization psychology. Research indicates that having a healthy amount of narcissism may lead to effective results in terms of achieving targets (Campbell et al., 2000). On the other hand narcissism is claimed to be controlled in order not to reach to dangerous

levels as well (Cihangiroğlu et al., 2015). Narcissisms main characteristics are entitlement, dominance, superiority, acclaim-seeking, exhibitionism, thrill-seeking, arrogance, exploitativeness, manipulativeness, grandiose fantasies, need for admiration, authoritativeness etc. (Ekşi, 2016; Jakobwitz and Egan, 2006; Raskin and Terry, 1988). Concept is taken at sub clinical level in this study.

2.1.2. Machiavellianism

The concept Machiavellianism is named after political adviser Niccolo Machiavelli who is famous for his book "The Prince- Il Principe" which has been written for Medici family ruled in Italy at 1500's. Christie and Geis (1970) developed a scale using selected statements of Machiavelli and further research indicated that subjects whom agreed statements of the questionnaire tend to behave cold and manipulative in both laboratory and real life experiments (Christie and Geis, 1970; Jones and Paulhus, 2009; Paulhus and Williams, 2002). Machiavellianist mode of thought can be summarized as "The ends justify the means" and "any means which leads to the goal is favorable". Rather than a personality disorder, Machiavellianist approach contains pragmatic, skeptical, cold, strategic, manipulative, decisive, calculative, cynical, unprincipled behaviors which strengthen the tendency to discard moral principles. Machiavellianist characteristics exist in everyone up to a certain degree. High Machiavellianist character can be mentioned only if all the features related to the structure are exhibited intensively (Özsoy and Ardıç, 2017).

2.1.3. Psychopathy

As a dark triad construct, psychopathy is the one which most recently adapted to the subclinical area (Hare, 1985; Lilienfeld and Andrews, 1996). Psychopathy as conceptualized by Cleckley (1964) and Hare (2003) has primary and secondary forms. Primary form is characterized with selfishness, irrepentance, superficial attractiveness, exploitativeness and secondary form is identified with antisocial life style and behaviors (Furtner et al., 2011). Research reveals that construct contains high levels of impulsivity, thrill seeking, low empathy and anxiety, tendency to exhibit unethical behaviors, inability to feel remorse, holding other persons in contempt etc. (Paulhus and Williams, 2002; Özsoy and Ardıç, 2017). In this study, since data is collected through self-assessments of subjects concept is taken at subclinical level.

2.2. Social Power

Social power can be conceived as being capable of doing something or being able to have something done. Although power and influence concepts are used interchangeably, constructs are different as power is defined as capability or resources needed to influence and influence is described as the change occurring in the targets beliefs, attitudes or behaviors as the result of influencers actions (Raven

et al., 1998). In this sense influencing is related to using power sources to reach to a goal whereas power is related to have capability or resources. Literature suggest that although supervisors may have various power sources, in practice they tend to use only some of them and the choice is not only contingent but is also effected by environment, position, culture, personal characteristics etc. (Raven et al., 1998; Katz and Danet, 1966; Katz et al., 1969; Baron,1989; Kipnis, 1976; Yukl and Falbe, 1991).

Studies in social power are often employed French and Raven's fivefold taxonomy (1959) which suggests five power sources:

a) Coercive power: Threat of punishment if target does not comply,
b) Reward power: Promise of monetary or non-monetary compensation in return for compliance,
c) Legitimate power: Superiors right to give orders and targets belief of obligation to comply,
d) Expert power: Having higher knowledge, expertise or targets belief/attribution that influencer has more of them as compared to herself,
e) Referent power: identification of target with the influencer.

Later in Ravens 1965 study, information power is separated from expert power and added as a different source to the taxonomy. Information power is defined as having targets behaviors change by giving compelling reasons, logical explanations, making her understand and accept why the change is necessary.

Although widely used, French and Raven's taxonomy (1959) is strongly criticized because of the lack of clear and precise definitions, conceptual overlaps between categories, inconsistent descriptions and concerns about content validity, resulting Raven to broaden power sources to eleven in his 1992 study (Kipnis and Schmidt, 1983; Kipnis et al., 1980; Schriesheim et al., 1991; Podsakoff and Schriesheim, 1985). In the new model information, expert and referent sources remained same whereas reward and coercive sources separated to personal and impersonal; legitimate source is separated to position, equity, dependence and reciprocity sub forms.

a) Impersonal Coercion: the threat of punishment using tangible tools/elements if target does not comply (laying off, penalties, demotion, cutting salary, cutting pay raise/bonus etc.),
b) Personal Coercion: the threat of punishment using intangible tools/elements if target does not comply (disapproval, dislike, alienation, casting aside, keeping distance etc.),
c) Impersonal Reward: promise of monetary and/or non-monetary compensation in return for compliance and obedience (promotion, pay raise, having other benefits, perks etc.),
d) Personal Reward: promise of intangible compensation in return for compliance and obedience (to like, approve, holding close etc.),

e) Legitimate-Reciprocity: influencer does something nice for the target and in return demands for obedience,

f) Legitimate-Equity: Compensation demand for hard work or caused harm,

g) Legitimate-Dependence: based on the responsibility to help someone who is in need. Target demands help by emphasizing her dependence to the influencer. Legitimate-dependence is also named as power of the powerless (Raven et al., 1998),

h) Legitimate-Position: Influencers' right to give orders based on her position, status or title.

There are various research about power sources and leadership styles, task type, performance level, obedience, organization type, self-confidence, self-esteem, position, culture etc. (Tedeschi, 1990; Raven and Kruglanski, 1970; Schwarzwald and Koslowsky, 1999; Koslowsky and Schwarzwald, 1993; Offermann and Schrier, 1985; Katz and Danet, 1966; Katz et al., 1969; Koslowsky et al., 2001; Schwarzwald et al., 2001; Schwarzwald et al., 2004; Raven et al., 1998; Schwarzwald and Koslowsky, 1999). Rare studies which are focused on concepts personality traits especially the negative ones and social power indicates that psychopathy is related to harsh approaches like threat of punishment, manipulation of the person, manipulation of the situation whereas narcissism is related to soft approaches like promise of reward, charm, appearance (Jonason et al., 2012). Machiavellianism is reported to relate to both harsh and soft approaches.

Considering that dark triad personality traits may have an effect on the use of power sources and managerial effectiveness require influencing others successfully to reach to an end, studies about relationships of them may contribute to fields of human resources management, management and organization, organizational behavior.

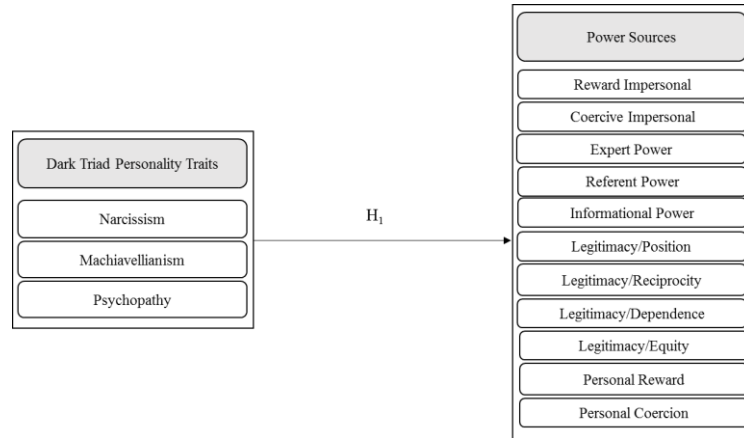In the light of literature presented above, the conceptual model is prepared.

Figure 1: Conceptual Model

H$_1$: Dark triad personality traits has an effect on the use of power sources

3. Methodology

Data for this research is collected through questionnaire surveys. Interpersonal Power Inventory (IPI) is used to measure the use of power sources. IPI is developed by Raven, et al. (1998) consisting of thirty three items representing eleven sources of power. In the study, respondents are asked to answer questions such as "My supervisor could make things unpleasant for me", "My supervisor probably knew the best way to do the job" concerning the frequency of use of power sources by their immediate supervisors to obey their instructions. The response to each question ranged from "1=Never" to "5=Almost Every Time". Dirty Dozen Dark Triad inventory, developed by Jonason and Webster (2010) is used to measure dark triad personality traits. Participants are asked how much they agreed to the statements such as "s/he wants others to admire her", "s/he uses deceit of lies to get her way" taking their supervisors into consideration. The response to each question ranged from "1=Strongly Disagree" to "5=Strongly Agree".

3.1. Sample

Data is collected from employees who work in different industries in Turkey through an internet survey using convenience method for sampling. Sample is collected via free of charge online survey platform for three week period starting from March, 2019. After sorting and removing duplicate submissions, a net sample of 581 usable questionnaires remained.

3.2. Participants

Out of 581 participants examined, 47% are answered as male (n=273) and 53% are answered as female (n=308) with a mean age of 35.32 and standard deviation of 6.73 years. The education levels of the participants varied from primary school to doctorate degree where majority of them (61.6%) reported to have bachelor degree. demographic profile of sample is presented in Table 1.

Table 1. Demographic Profile of Sample

		Frequency	**Percentage**
Gender	Female	308	53.0%
	Male	273	47.0%
Marital Status	Married	266	45.8%
	Single	315	54.2%
Age	**Mean**	35.32	
	Standard Deviation	6.73	
Education	High School and less	48	8.3%
	College	65	11.2%
	Bachelor	358	61.6%
	Master's	103	17.7%
	PhD	7	1.2%
Income	2,000 TL and less	77	13.3%
	2,001-3,500 TL	202	34.8%
	3,501-5,000 TL	149	25.6%
	5,001-6,500 TL	85	14.6%
	More than 6,500 TL	68	11.7%
Supervisor's Gender	Female	189	32.5%
	Male	392	67.5%
Supervisor's Marital Status	Married	455	78.3%
	Single	126	21.7%
Supervisor's Education	High School and Less	36	6.2%
	College	28	4.8%
	Bachelor	378	65.1%
	Master's	118	20.3%
	PhD	21	3.6%

3.3. Analysis

In order to explore the hidden structure of the data set, Exploratory Factor Analysis is performed. Applying EFA, Hair et al. (2010) stated that minimum sample should be five observations per variable observed in the model. Since dark triad personality traits and power sources are measured with totally 45 variables, 581 participant is adequate in terms of sample size. EFA results of dark triad personality traits are

presented in Table 2. KMO measure of sampling adequacy (0.929) and Bartlett Test of Sphericity ($\chi^2 = 5025.378, df = 55, p = 0.000$) suggest that the data is appropriate for factor analysis. Principal component analysis with varimax rotation method is preferred. Factor loadings of each item to the belonging factor should be more than 0.50 (Sharma, 1995). Omitting one item of psychopathy (P1) that had insufficient factor loading, dark triad personality traits are extracted into three factors with 79.35% explained total variance, each exceeding the threshold of 5% variance explanation level. Machiavellianism (0.932), narcissism (0875) and psychopathy (0.863) factors' internal consistency are also checked. As cronbach alpha measures of each factor are greater than 0.70, all regarded as reliable (Hair et al., 2010).

3.3.1. Exploratory Factor Analysis

Table 2: EFA Results of Dark Triad Personality Traits

Factor / Item	Factor Loading	Variance (%)	Reliability
Machiavellianism		28.480	0.932
M3	0.840		
M4	0.777		
M2	0.773		
M1	0.733		
Narcissism		26.859	0.875
N2	0.889		
N1	0.819		
N4	0.795		
N3	0.651		
Psychopathy		24.009	0.863
P2	0.814		
P3	0.806		
P4	0.664		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy			0.929
Bartlett's Test of Sphericity		**Approx. Chi-Square**	5025.378
		df	55
		Sig.	0.000

The variables of power sources, as the dependent variable in the research model, is separately examined applying EFA and results are presented in Table 3. Referent power is removed since results showed low factor loadings. KMO measure of sampling adequacy (0.904) and Bartlett Test of Sphericity ($\chi^2 = 12679.425, df = 378, p = 0.000$) suggest the appropriateness of the data for EFA. Power sources are extracted into 10 factors with 83.08% explained total variance, each exceeding the threshold of 5% variance explanation level. Internal consistency of each factors are determined as informational power (0.919), personal coercion (0.921), legitimacy/position (0.895), coercive impersonal (0.900), reward impersonal (0.833), legitimacy/equity (0.865), expert power (0.829), personal reward (0.867), legitimacy/dependence (0.844) and legitimacy/reciprocity (0.775), exceeding the minimum requirement and stated as reliable.

Table 3: EFA Results of Power Sources

Factor / Item	Factor Loading	Variance (%)	Reliability
Informational Power		10.869	0.919
IP3	0.864		
IP2	0.859		
IP1	0.825		
Personal Coercion		9.621	0.921
PC3	0.849		
PC2	0.838		
PC1	0.709		
Legitimacy / Position		9.161	0.895
LP2	0.824		
LP3	0.789		
LP1	0.778		
Coercive Impersonal		9.087	0.900
CI2	0.844		
CI3	0.829		
CI1	0.723		
Reward Impersonal		8.797	0.833
RI2	0.866		
RI3	0.797		
RI1	0.741		
Legitimacy / Equity		8.043	0.865
LE2	0.821		
LE1	0.800		
LE3	0.615		
Expert Power		8.023	0.829
EP3	0.869		
EP2	0.868		
EP1	0.616		
Personal Reward		7.886	0.867
PR2	0.779		
PR3	0.746		
PR1	0.671		
Legitimacy / Dependence		6.368	0.844
LD2	0.830		
LD3	0.820		
Legitimacy / Reciprocity		5.227	0.775
LR3	0.840		
LR2	0.670		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy			0.904
Bartlett's Test of Sphericity	**Approx. Chi-Square** **df** **Sig.**		12679.425 378 0.000

3.3.2. Correlation Analysis

Pearson correlations among the factors extracted as a result of EFA are presented in Table 4.

Table 4: Correlations

	1	2	3	4	5	6	7	8	9	10	11	12	13
Informational Power	1												
Personal Coercion	-0.143**	1											
Legitimacy/Position	0.178**	0.605**	1										
Coercive Impersonal	-0.201**	0.654**	0.463**	1									
Reward Impersonal	0.178**	0.313**	0.345**	0.469**	1								
Legitimacy/Equity	0.295**	0.436**	0.514**	0.331**	0.486**	1							
Expert Power	0.452**	0.205**	0.426**	0.228**	0.302**	0.353**	1						
Personal Reward	0.445**	0.400**	0.494**	0.256**	0.469**	0.638**	0.437**	1					
Legitimacy/Dependence	0.563**	-0.027	0.160**	-0.133**	0.184**	0.422**	0.229**	0454**	1				
Legitimacy/Reciprocity	0.456**	0.258**	0.467**	0.146**	0.349**	0.561**	0.369**	0.558**	0.462**	1			
Narcissism	-0.253**	0.339**	0.296**	0.340**	0.092*	0.104*	0.064	0.069	-0.133**	0.036	1		
Psychopathy	-0.441**	0.409**	0.264**	0.417**	0.026	0.038	-0.071	-0.029	-0.274**	-0.044	0.556**	1	
Machiavellianism	-0.405**	0.409**	0.276**	0.459**	0.072	0.072	-0.026	0.008	-0.259**	-0.019	0.608**	0.595**	1

*Note: *Correlations are significant at 0.05 level, ** Correlations are significant at 0.01 level.*

In line with the literature, results indicated moderate correlations between dark triad constructs. On the other hand, all dark triad constructs are founded to be positively correlated with personal and impersonal coercion, legitimacy-position, negatively correlated with legitimacy-dependence and information power sources.

3.3.3. Multiple Regression Analyses

The hypothesis of the research is tested with multiple regression analyses. According to the research model, 10 separate multiple regression analyses are performed in accordance with the number of dependent variables. Table 5 demonstrates the results of analyses.

Table 5: Multiple Regression Analysis Results

Dependent Variable	Independent Variables	β	t-value	p-value	VIF
Informational Power	Narcissism	0.028	0.586	0.558	1.624
	Psychopathy	-0.329	-5.301	0.000	2.786
	Machiavellianism	-0.160	-2.468	0.014	3.054
R=0.450	*R^2=0.203*	*Adjusted R^2=0.199*		*F: 48.954*	*p: 0.000*
Personal Coercion	Narcissism	0.119	2.506	0.012	1.624
	Psychopathy	0.204	3.265	0.001	2.786
	Machiavellianism	0.175	2.680	0.008	3.054
R=0.442	*R^2=0.195*	*Adjusted R^2=0.191*		*F: 46.673*	*p: 0.000*
Legitimacy / Position	Narcissism	0.194	3.871	0.000	1.624
	Psychopathy	0.085	1.291	0.197	2.786
	Machiavellianism	0.090	1.306	0.192	3.054
R=0.324	*R^2=0.105*	*Adjusted R^2=0.100*		*F: 22.513*	*p: 0.000*
Coercive Impersonal	Narcissism	0.082	1.748	0.081	1.624
	Psychopathy	0.127	2.067	0.039	2.786
	Machiavellianism	0.308	4.805	0.000	3.054
R=0.471	*R^2=0.222*	*Adjusted R^2=0.218*		*F: 54.924*	*p: 0.000*
Reward Impersonal	Narcissism	0.088	1.664	0.097	1.624
	Psychopathy	-0.103	-1.499	0.134	2.786
	Machiavellianism	0.101	1.401	0.162	3.054
R=0.113	*R^2=0.013*	*Adjusted R^2=0.008*		*F: 2.475*	*p: 0.061*
Legitimacy / Equity	Narcissism	0.103	1.961	0.050	1.624
	Psychopathy	-0.074	-1.068	0.286	2.786
	Machiavellianism	0.068	0.942	0.347	3.054
R=0.113	*R^2=0.013*	*Adjusted R^2=0.008*		*F: 2.503*	*p: 0.058*
Expert Power	Narcissism	0.147	2.792	0.005	1.624
	Psychopathy	-0.164	-2.388	0.017	2.786
	Machiavellianism	0.015	0.209	0.834	3.054
R=0.144	*R^2=0.021*	*Adjusted R^2=0.016*		*F: 4.506*	*p: 0.007*
Personal Reward	Narcissism	0.116	2.197	0.028	1.624
	Psychopathy	-0.120	-1.730	0.084	2.786
	Machiavellianism	0.032	0.448	0.654	3.054
R=0.108	*R^2=0.012*	*Adjusted R^2=0.007*		*F: 2.289*	*p: 0.077*
Legitimacy / Dependence	Narcissism	0.061	1.199	0.231	1.624
	Psychopathy	-0.197	-2.953	0.003	2.786
	Machiavellianism	-0.140	-2.004	0.046	3.054
R=0.286	*R^2=0.082*	*Adjusted R^2=0.077*		*F: 17.153*	*p: 0.000*
Legitimacy / Reciprocity	Narcissism	0.087	1.642	0.101	1.624
	Psychopathy	-0.096	-1.385	0.167	2.786
	Machiavellianism	0.004	0.062	0.951	3.054
R=0.085	*R^2=0.007*	*Adjusted R^2=0.002*		*F: 1.410*	*p: 0.239*

Multicollinearity assumption of the dependent variables are checked by variance inflation factor (VIF), and all the VIF values were less than 10 (Durmuş, et al, 2016) stating that the correlation among narcissism, psychopathy and Machiavellianism can be tolerated. Except Reward Impersonal (p=0.061), Legitimacy/Equity (p=0.058), Personal Reward (p=0.077) and Legitimacy/Reciprocity (p=0.239), all the proposed effects are found as significant (p<0.05).

4. Conclusion

Use of power is a central theme in management, organizational behavior, leadership and industrial psychology literature. It is not only required to get things done, but obtaining control over resources and being able to use them effectively towards an end are essential for managerial efficiency as well. Factors influencing the relationship between management-leadership styles and use of power are subjected to numerous studies. One commonly emphasized factor which is asserted to have an important role within the model is personality. Although various studies examined effects of personality traits on the use of power and/or management styles, researches which are specifically focused on the negative features of personality is scarce. Purpose of this research is to examine effects of dark triad personality traits on the use of power sources.

First finding of the study is that analyses show dark triad constructs narcissism, psychopathy and Machiavellianism are correlated. In line with the literature, correlation founded is moderate.

Regarding to the effects of that dark triad constructs on the use of power sources, results are indicating that:

- Psychopathy and Machiavellianism has a negative effect on the use of informational power,
- Psychopathy and Machiavellianism has a negative effect on the use of legitimacy-dependence,
- Narcissism has a positive and psychopathy has a negative effect on the use of expert power,
- Narcissism, psychopathy and Machiavellianism has a positive effect on the use of personal coercion,
- Machiavellianism and psychopathy has a positive effect on the use of impersonal coercion,
- Narcissism has a positive effect on the use of legitimacy-position,
- Machiavellianism, psychopathy, narcissism does not have a significant effect on personal reward, impersonal reward, legitimacy-equity and legitimacy-reciprocity power sources.

On the other hand, the effect of dark triad constructs is founded to be higher on the use of impersonal coercion, personal coercion, legitimacy-position (hard) and informational (soft) power sources comparing to others. Expert and legitimacy-dependence sources are also founded to be effected by the triad but explanatoriness is relatively small comparing to aforementioned ones. Personal coercion is the only power source which is effected by all three dark triad constructs and impersonal reward, legitimacy-reciprocity, legitimacy-equity and personal reward are founded not to be effected by the dark triad. Results are in line with the previous researches which suggest that dark triad constructs are more related to hard tactics as compared to soft ones. Findings may also be indicating that exploitative nature of the dark triad is fostering the adoption of more aggressive approaches to meet objectives.

Another finding is the dark triad constructs negative effect on the use of some soft power sources. More specifically, psychopathy and Machiavellianism has a negative effect on the use of information and legitimacy-dependence power sources and psychopathy have a negative effect on the use of expert power. Considering natures of information power source (giving compelling reasons, having target understand and accept why behavior change is necessary), expert power source (belief of target that influencer has more knowledge then herself) and legitimacy-dependence power source (power of the powerless) negative correlation with psychopathy and Machiavellianism which are associated with cold, manipulative, cynical, impulsive, thrill seeking behaviors can be explained.

The findings of the current study suggest relationships between dark triad personality traits and use of power sources. Future studies are suggested to investigate the nature of leadership-management and power dynamics considering the role of dark triad, with longitudinal, cross cultural research containing larger data to examine subject further.

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