

Effects of Dark Triad on Transformational, Transactional and Laissez-Faire Leadership Styles

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Hüseyin Ekizler* - Murat Bolelli **

* Asst. Prof. Dr. Marmara Üniversitesi

E-Mail: hekizler@marmara.edu.tr

ORCID: [0000-0001-5903-713X](https://orcid.org/0000-0001-5903-713X)

** Asst. Prof. Dr. Istanbul Okan Üniversitesi

E-Mail murat.bolelli@gmail.com

ORCID: [0000-0002-9707-1387](https://orcid.org/0000-0002-9707-1387)

Abstract

Aim of this research is to examine effects of dark triad personality traits (Machiavellianism, narcissism, and psychopathy) on Transformational, Transactional and Laissez Faire leadership styles. Data for the research are collected through questionnaire surveys using convenience sampling method. To measure Dark Triad traits Dirty Dozen scale developed by Jonason and Webster (2010), to measure leadership styles Multifactor Leadership Questionnaire (MLQ 5x) developed by Bass and Avolio (1995) are used. Exploratory Factor Analyses are conducted to dirty dozen and MLQ 5x scales. Dark triad traits are extracted into three, transformational leadership is extracted into two, transactional leadership is extracted into three and laissez faire leadership is extracted into a single factor. Correlation, General Linear Model and multiple regression analyses are conducted using all factors obtained. Results showed significant effect of Dark Triad traits on leadership styles. Also, regression analyses indicated positive effect of dark triad constructs on laissez faire, negative effect of Machiavellianism and psychopathy on transformational and contingency reward, positive effect of narcissism and psychopathy on management by exception passive, positive effect of Narcissism on management by exception active leadership styles. The implications of the results are discussed and future research areas are suggested.

Keywords: *Dark Triad, Transformational Leadership, Transactional Leadership, Laissez Faire Leadership, General Linear Model.*

Karanlık Üçlünün Dönüşümsel, Etkileşimsel ve Serbest Bırakıcı Liderlik Tarzları Üzerindeki Etkilerinin İncelenmesi

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Öz

Bu çalışmanın amacı karanlık üçlüyü oluşturan kişilik özellikleri olan Makyavelizm, narsisizm ve psikopatinin dönüşümsel, etkileşimsel ve serbest bırakıcı liderlik tarzları üzerindeki etkilerinin incelenmesidir. Araştırma verileri kolayda örnekleme yöntemi kullanılarak internet üzerinden anket uygulanması ile elde edilmiştir. Karanlık üçlüyü ölçmek için Jonason ve Webster tarafından 2010 yılında geliştirilen Karanlık Üçlü ölçeği (Dirty Dozen), liderlik tarzlarını ölçmek için ise Çok Faktörlü Liderlik Ölçeği (MLQ 5x) kullanılmıştır. Araştırma verilerine öncelikle keşfedici faktör analizi yapılmıştır. Karanlık üçlü üç, dönüşümsel liderlik iki, etkileşimsel liderlik üç faktöre ayrılmış, serbest bırakıcı liderlik ise tek faktör olarak belirlenmiştir. Geçerliliği ve güvenilirliği tespit edilen faktörler kullanılarak korelasyon, genel lineer model ve çoklu doğrusal regresyon analizleri yapılmıştır. Sonuçlar karanlık üçlü özelliklerinin liderlik tarzlarını anlamlı biçimde etkilediğine işaret etmektedir. Regresyon analizleri karanlık üçlünün tüm alt boyutlarının serbest bırakıcı liderlik üzerinde pozitif etkisinin bulunduğunu, Makyavelizm ve psikopatinin dönüşümsel ve koşullu ödüllendirme üzerinde negatif etkisinin bulunduğunu, narsisizm ve psikopatinin istisnalarla yönetim – pasif üzerinde pozitif etkisinin bulunduğunu ve narsisizmin istisnalarla yönetim- aktif üzerinde pozitif etkisinin bulunduğunu göstermektedir. Araştırma bulguları sonuç bölümünde tartışılmıştır.

Anahtar Kelimeler: *Karanlık Üçlü, Dönüşümsel Liderlik, Etkileşimsel Liderlik, Serbest Bırakıcı Liderlik, Genel Lineer Model.*

Introduction

The effect of personality on leadership is subjected to countless studies in management-organization, organizational behaviour, leadership and organizational psychology literatures (Finkelstein et al., 2009; Hogan et al., 2010; Spain, et al., 2014). Research which adopted great man and traits approaches have produced conflicting results regarding to the relationship between concepts and induced to develop behavioural, competency based, situational, contingent, transformational and other contemporary leadership theories . However within the last decades, in line with the growing rate of managerial failures, personality -especially dark traits- and leadership issues has become popular research topics again. This paper intends to contribute to current literature by examining effects of dark triad personality traits (Machiavellianism, narcissism and psychopathy) on Transformational, Transactional and Laissez Faire leadership styles.

Base rate of managerial failure is asserted to average around 50 percent (Aasland et al., 2010; Hogan et al., 2010) and studies focusing on failed executives (Bentz, 1967; 1985) revealed that overriding personality defect is an important underlying cause for the inefficiency (Kaiser et al., 2015). Researches conducted in cross country and cultural contexts have supported these findings, suggesting generalizability of the results (Gentry and Chappelow, 2009; Leslie and Van Velsor, 1996; McCall and Hollenbeck, 2002). Questioning the role of personality in leadership, numerous studies are conducted within the domain which yielded two core types of traits, bright and dark ones. While bright traits are accepted to be socially desirable, beneficial for individuals and organizations, dark traits referring to a domain outside of normal and bright personality (Jakobwitz and Egan, 2006; Spain et al., 2014) are considered as detrimental (Judge and LePine, 2007; O'Boyle et al., 2012; Spain et al., 2014).

Along with the developments in the leadership and personality studies, Paulhus and Williams coined the term Dark Triad grouping three conceptually distinct and empirically overlapping traits, Machiavellianism, narcissism and psychopathy in their study 2002. Further studies on the topic showed that an estimated 10% of the population is classified as subclinical Machiavellianists, narcissists, and psychopaths which induced numerous researches on Dark Triad concept (Gustafson and Ritzer, 1995; Pethman and Erlandsson,

2002). Although triad constructs are conceptually distinct, it is asserted that they share common underlying elements such as disagreeableness, callousness, lack of empathy, interpersonal antagonism, exploitative behaviours and manipulation (Egan and McCorkindale, 2007; Jones and Figueredo, 2013; Jones and Paulhus, 2011; Jonason et al., 2009; Miller et al., 2010). Literature shows dark triad traits are positively related to undesirable workplace behaviours such as deviance, lying, abusive supervision, unethical behaviours and decision making, taking unnecessary and ill-advised risks (Greenbaum et al., 2017; Grijalva and Newman, 2015; Wille et al., 2013) and negatively related to job satisfaction and performance (Mathieu, 2013; Mathieu et al., 2014; Michel and Bowling, 2013; Smith et al., 2016) suggesting that dark triad may have significant predictive power regarding to negative workplace outcomes. On the other hand, bright and dark traits are asserted to overlap to some degree, allowing to hypothesize that dark traits may also have positive effects especially overlapping area is concerned.

Leadership is one of the fields in which findings are supporting both of the arguments above. Although the relationship between bright leadership traits and leadership effectiveness is conceptualized in a linear way where it is assumed that more is better, studies revealed that strengths can become weaknesses through overuse (McCall, 2009; McCall and Lombardo, 1983) leading to negative outcomes (Carter et al., 2016; Judge and LePine, 2007) and possessing dark traits can be beneficial depending on the circumstances (Castille et al., 2018; Petrenko et al., 2016). Research produced inconclusive results on the relationship between dark traits and leadership. Positive correlations are reported between dark traits, leadership ratings (Harms et al., 2011; Robie et al., 2008), having promotions, achieving career goals and leader emergence (Babiak et al., 2010; Hiller and Hambrick, 2005; Hogan and Hogan, 2001) but also white-collar crimes, corruption, unethical and risky decision making and lower engagement in corporate social responsibility activities as well (Jones, 2014; O'Boyle et al., 2012; Spain et al., 2014). Taking into account that about a quarter of executives spanning all levels of management is suggested to have at least one dark trait high enough to be considered as performance risk (De Fruyt et al., 2013) and studies focused on effects of all three dimensions of Dark Triad on Transformational, Transactional and Laissez Faire leadership styles is scarce, it can be asserted that studies on these concepts may contribute to the literature. Hence, purpose of this study is to examine effects of dark

triad personality traits (Machiavellianism, narcissism and psychopathy) on Transformational, Transactional and Laissez Faire leadership styles. The study is organized as follows, after the introduction, second section briefly reviews dark triad, narcissism, Machiavellianism, psychopathy and leadership concepts, third section presents research methodology and findings, fourth section concludes and discusses findings.

Conceptual Framework

Dark Triad

Consisted of Machiavellianism, narcissism and psychopathy, Dark Triad concept aroused significant interest and subjected to numerous studies especially in the fields of psychology, organizational behaviour, leadership and management within the last decade (Aydođan et al., 2017; Ekizler and Bolelli, 2020; Harms and Spain, 2015; Kanten et al., 2015; Özer et al., 2016; Özsoy and Ardiç, 2017). Results showed existence of common underlying elements of Dark Triad (Furnham et al., 2013), which are asserted to be low agreeableness, callousness, lack of empathy, self-promotion, coldness, duplicity, short term orientation, malevolence and egocentrism (Paulhus and Williams, 2002; Wisse and Sleebos, 2016). Although traits share an exploitative nature, dark triad is not considered as a clinical disorder but part of the normal personality which does not impede natural flow of life and do not require clinical level diagnosis (Furnham et al., 2012; Harms et al., 2011; Wu and LeBreton, 2011).

The term subclinical narcissism is emerged from Raskin and Hall's 1979 study. Components of subclinical narcissism are asserted to be grandiosity, entitlement, dominance and superiority (Corry et al., 2008). Narcissistic tendencies are associated with extreme confidence, opportunism, hyper competitiveness, self-promotion, praise and attention seeking, self-aggrandizement, self-love and unnecessary risk taking (Busch and Hofer, 2012; Foster et al., 2009; Maccoby, 2000). In line with their self-righteous nature, narcissists are reported to feel superior and consider themselves competent, authorized, have the right to make decisions as they perceive others inferior. Narcissists are also suggested to be power and control driven, resort to aggression in ego threatening or self-esteem injuring situations, tend to seek satisfying their dominancy needs (Baughman et al., 2012; Goldberg, 1973; Raskin and Hall, 1979).

Machiavellianism is a construct which is named after Niccolo Machiavelli who is an advisor for Medici family in the 1500's. Christie and Geis created an inventory using selection of statements from Machiavelli's book, *The Prince* in 1970. Machiavellianists (Machs) are described as cold, cynical, manipulative and unprincipled (Jones and Paulhus, 2009) as well as socially skilful chameleons unlike narcissists and psychopaths (Kessler et al., 2010; O'Boyle et al., 2012). Most common characteristics of Machs are asserted to be cynicism, using deceit and manipulation for self-interest (Furtner et al., 2011). Construct is not considered as a personality disorder since evidence suggests that it is the only triad variable that can be modified by experience (Jones and Paulhus, 2011).

Psychopathy is migrated into the literature by Ray and Ray's 1982 study. Construct is asserted to be the most malicious triad component even at the subclinical level (Rauthmann, 2012). Psychopathy is characterized with high impulsivity and thrill-seeking, low levels of empathy and anxiety (Hare, 1985; Lilienfeld and Andrews, 1996; Paulhus and Williams, 2002) along with lack of concern and respect for others (O'Boyle et al., 2012). Psychopaths are asserted to exhibit arrogant, deceitful, irresponsible, bullying, vengeful behaviours to get their way (Baughman et al., 2012; DeLongis et al., 2011; Furtner et al., 2011).

Literature on the Dark Triad at work reveals that Machiavellianism, narcissism and psychopathy is related to unethical behaviours, low levels of corporate responsibility, low commitment, abusive behaviours, unnecessary risk taking which effects employee performance negatively (Amernic and Craig, 2010; Boddy, 2010; Crysel et al., 2013; Dahling et al., 2009; Galperin et al., 2010; Jakobwitz and Egan, 2006; Kiazad et al., 2010; Zettler et al., 2011). Triad constructs are also reported to have some commonalties in the workplace context although underlying motivation can be different for each. For instance, Machs prefer to work in ill-structured settings in order to have more opportunities to satisfy their needs of power, autonomy, accomplishment, career improvement as they are very much concerned about their status in the organization (Dahling et al., 2009; Jones and Paulhus, 2009; Kessler et al., 2010; O'Boyle et al., 2012; Smith and Webster, 2017). On the other hand, psychopaths are politically astute (Babiak and Hare, 2006) and prefer autonomy for a different reason as they do not respect not only other employees but structures and authority as well (O'Boyle et al., 2012). Narcissists, whom has an

inflated sense of self also prefer loosely defined structures as they are less likely to engage in team work, helping behaviours, relational exchange unless their sense of self-love is not hailed in return.

Leadership

Leadership can be defined as influencing followers toward accomplishment of an objective in plain terms. Although leadership studies have started by analysing traits and characteristics, in the middle of the century focus was shifted to behaviours of leaders. Behavioural school put leader behaviours under the scope, asking what leader does instead of who they are or what they are made of. Research on leader behaviours revealed dimensions such as task orientation, relationship orientation, initiating structure behaviour, consideration behaviour etc. leading to an understanding in which leaders and followers are considered as interrelated. On the second half of the century contemporary theories (i.e. situational, contingency, servant, visionary, leader-member exchange, transformational, transactional, laissez faire etc.) are developed taking interrelations and interactions between leaders, followers, environment, culture, norms, values, structures etc. into consideration.

Transformational, transactional and Laissez-Faire categorization is one of the most generally accepted and used approaches in leadership studies. Transformational leadership (TF) model is presented by Burns (1978) and later broadened by Bass (1985) adding psychological dimensions into it. In this model, leaders are suggested to understand and elevate follower's needs, expectations, values and goals to a higher level by providing a compelling vision and being role model for them. Trusting to the leader and identification with the vision are key elements of this leadership style. TF leadership uses charisma (idealized influence), individualized consideration, inspirational motivation and intellectual stimulation components to energize and motivate followers. Studies indicate that exhibiting behaviours such as inspiring trust and mutual respect, treating subordinates as individuals, taking their needs and interests into consideration, encouraging and empowering them to reach to their goals, supporting their development, challenging them to look to problems from different perspectives are common characteristics of TF leaders. On the other hand, Transactional leadership (TA) is based on the economic and/or politic transactions between leader and followers. TA leads by

drawing clear boundaries for subordinates with well-defined goals, roles and task requirements as well as rewarding the ones who gets the job done and punishing who fails to do so. TA leadership is based on the assumption that subordinates are neither willing nor motivated to work, therefore they need to be continuously observed, controlled, guided, get in line by using punishment when necessary. Contingent reward and management by exception are the two main elements of TA leadership. Management by exception contains setting standards, focusing on mistakes and not interfering until it is absolutely necessary, whereas contingent reward is associated with closely monitoring subordinates, guiding them, providing feedback and reward if goals are achieved. Laissez-Faire (LF) leadership is essentially absence of leadership. LF represents a passive approach where transactions or commitment with subordinates do not exist. LF is also referred as hands off leadership in which leader avoids or delays making decisions, getting involved or motivating followers. In LF model leader is asserted to physically occupy the position without fulfilling tasks, duties and responsibilities related to it (Skogstad et al., 2007).

Although literature is developed at full speed, applications of leadership showed significant number of failures especially within the last two decades. Cases like Enron, Arthur Anderson, WorldCom, Tyco, Huawei, BNP Paribas and many more not only cost careers of their leaders but a great deal to the companies through material penalties as well. Looking closer, failures are not asserted to relate to leaders' incompetence or lack of qualifications but to their unethical and/or immoral behaviours in most of the cases (Dicle and Ertop, 2019), which brings to mind if personality has a significant effect on the relationship between concepts. Research on personality and leadership resulted separation of bright and dark traits (Hogan and Hogan, 2001; Hogan et al., 1994; Judge et al., 2009; Paulhus and Williams, 2002). Although bright traits are generally accepted as beneficial and dark traits as detrimental, literature indicates dark traits may have positive and bright traits may have negative effects on leadership since both tendencies has an overlapping area (Kaiser et al., 2015). In line with this argument, it is reported that dark traits are related to leader emergence and obtaining managerial positions (Grijalva et al., 2015; Hiller and Hambrick, 2005; Hogan and Hogan, 2001; Owens et al., 2015; Paunonen et al., 2006). On the other hand, although dark traits are discussed to provide advantage in acquiring leadership positions, individuals whom

are high on triad traits are proven to derail at one stage on their careers (Babiak, 1995; Dotlich and Cairo, 2003; Furnham, 2010; Hogan and Hogan, 2001; Kets de Vries, 2006; Lubit, 2004) and fall from grace eventually (Furnham, 2010; Hogan, 2007), which suggests even though dark traits predict leader emergence they do not ensure leadership effectiveness or sustainability (Smith et al., 2018). Supporting this discussion, studies of Dark Triad suggests that both high scores and low scores are associated with ineffective leader behaviours whereas mean scores are associated with optimal leader behaviours (Kaiser et al., 2015).

Considering the propositions above, it can be asserted that studying dark triad and effects of it to superiors' ways of getting things done can provide insights to the literature, can help identifying and managing negative consequences of them to organization and to employees. Although there are numerous studies which examine the effects of narcissism, psychopathy and Machiavellianism on leadership separately, to our knowledge research discussing the effects of on all three on leadership is scarce. This study intends to contribute to the literature by filling that gap.

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

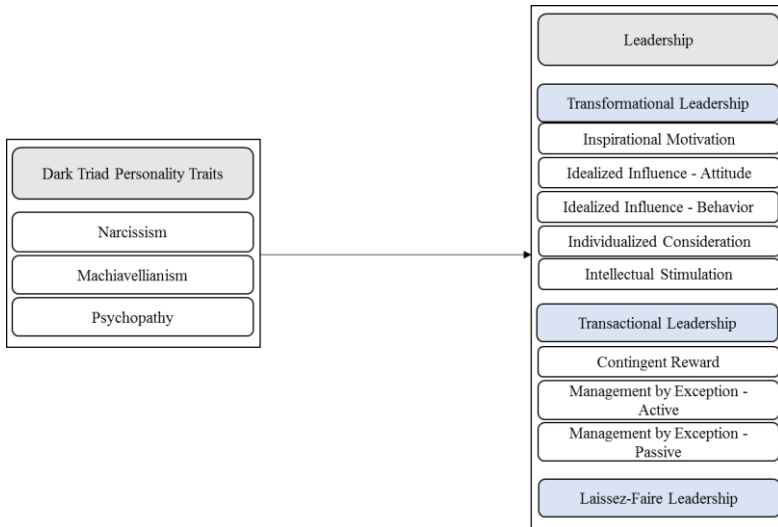


Figure 1. Conceptual Framework

- *H₁: Dark triad personality traits have an effect on Transformational leadership style.*
- *H₂: Dark triad personality traits have an effect on Transactional leadership style.*
- *H₃: Dark triad personality traits have an effect on Laissez-Faire leadership style.*

Methodology

Dirty Dozen dark triad inventory (Jonason and Webster, 2010) is used to measure dark triad personality traits. Scale is adapted to Turkish by Özsoy et al. (2017). Participants are asked how much they agreed to the statements such as “she has used deceit or lied to get her way”, “she 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”. Multifactor Leadership Questionnaire (MLQ 5x) is used to measure leadership developed by Bass and Avolio (1995), consisting of thirty six items representing transformational, transactional and laissez-faire leadership styles. Scale is adapted to Turkish by Yurtkoru (2001) and respondents are asked to answer questions such as “my supervisor talks optimistically about the future”, “my supervisor treats me as an individual rather than just a member of a group”. The response to each question ranged from “1=Never” to “5=Almost Every Time”.

Sample

Data are collected from white-collar employees, including both junior and senior levels, who work in different industries in Turkey through a free of charge internet survey tool, Google Forms, using convenience sampling method which is one of the most widely preferred for nonprobability sampling. The link of the questionnaire remained active for 15 days between April, 13 and 27, 2020. 561 responses were gathered in total. Examining the data set, 23 invalid responses that includes missing values and similar responses for all items were removed and a net sample of 538 usable questionnaires remained.

Participants

Among 538 employees analysed, 213 were male (39.6%) and 325 were female (60.4%) with a mean age of 31.13 years and standard deviation of 8.43 years.

Participant's education levels varied from primary school to doctorate degree where majority of them (54.6%) reported to have bachelor degree and level of 2001-3500 TL income (27.3%). Demographic profile of sample is presented in Table 1.

Table 1. Demographic Profile of Sample

		Frequency	Percentage
Gender	Female	325	60.4%
	Male	213	39.6%
Marital Status	Married	140	26.0%
	Single	398	74.0%
Age	Mean	31.13	
	Standard Deviation	8.43	
Education	High School and Less	31	5.8%
	College	15	2.8%
	Bachelor	294	54.6%
	Master	161	29.9%
	PhD	37	6.9%
Income	Less than 2,000 TL	81	15.1%
	2,001-3,500 TL	147	27.3%
	3,501-5,000 TL	141	26.2%
	5,001-6,500 TL	71	13.2%
	More than 6,500 TL	98	18.2%
Supervisor's Gender	Female	198	36.8%
	Male	340	63.2%

Findings

Exploratory Factor Analyses

In order to discover the hidden factor structure of the data set due to cultural differences, Exploratory Factor Analysis (EFA) is performed. Applying EFA, Hair et al. (2010) stated that minimum sample should be five observations per item observed in the model. Since dark triad personality traits and leadership styles are measured with 48 items in total, 538 participants are adequate in terms of sample size. Both KMO measure of sampling adequacy (0.934) and Bartlett Test of Sphericity ($\chi^2=4916.811$, $df=55$, $p<0.01$) indicate the data are appropriate for factor analysis. Principal component analysis with varimax rotation method is used for further analyses. Results showed factor loadings of each item to the belonging factor is greater than 0.50 hence, considered as appropriate (Sharma, 1995) except for the omitted item psychopathy (P1-Tends to lack remorse.) which has insufficient factor loading.

Table 2. EFA and Reliability Results of Dark Triad Personality Traits

Factor / Item	Factor Loading	Variance (%)	Alpha
<i>Narcissism</i>		28.825	0.898
N_2	0.860		
N_1	0.812		
N_4	0.772		
N_3	0.748		
<i>Machiavellianism</i>		28.788	0.936
M_3	0.806		
M_4	0.788		
M_2	0.788		
M_1	0.767		
<i>Psychopathy</i>		22.836	0.859
P_3	0.797		
P_2	0.773		
P_4	0.732		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy			0.934
Bartlett's Test of Sphericity	Approx. Chi-Square		4916.811
	df		55
	p-value		0.000

Dark triad personality traits are extracted into three factors with 80.44% explained total variance, each exceeding the threshold of 5% variance explanation level. Machiavellianism (0.936), narcissism (0.898) and psychopathy (0.859) 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).

Leadership constructs as dependent variables in the research model, are separately examined applying EFA and results are presented in Table 3, 4 and 5. Transformational leadership style, where five dimensions were taken place in the original scale, is extracted into two factors with 68.11% explained total variance, each exceeding the threshold of 5% variance explanation level. KMO measure of sampling adequacy (0.961) and Bartlett Test of Sphericity ($\chi^2=7568.536$, $df=136$, $p<0.01$) suggest the appropriateness of the data for EFA.

Table 3. EFA and Reliability Results of Transformational Leadership

Factor / Item	Factor Loading	Variance (%)	Alpha
<i>Transformational_1</i>		35.338	0.936
IS_3	0.841		
IS_2	0.795		
IS_4	0.795		
IS_1	0.747		
IC_2	0.648		
IIB_2	0.638		
IIB_3	0.637		
IC_4	0.636		
IIB_4	0.610		
<i>Transformational_2</i>		32.775	0.931
IM_1	0.822		
IM_2	0.793		
IM_3	0.779		
IM_4	0.732		
IIA_1	0.676		
IIA_3	0.635		
IIA_4	0.634		
IIA_2	0.582		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy			0.961
Bartlett's Test of Sphericity	Approx. Chi-Square		7568.536
	df		136
	p-value		0.000

Factors are named as transformational leadership 1 consisting dimensions of idealized influence (behaviour), individualized consideration, intellectual stimulation; transformational leadership 2 consisting inspirational motivation, idealized influence (attitude). Internal consistency of each factor is determined as Transformational leadership 1 (0.936), Transformational leadership 2 (0.931) exceeding the minimum requirement and regarded as reliable.

Transactional leadership style is extracted into three factors (Table 4) with 70.24% explained total variance, each exceeding the threshold of 5% variance explanation level. KMO measure of sampling adequacy (0.828) and Bartlett Test of Sphericity ($\chi^2=3285.712$, $df=66$, $p<0.01$) suggest the appropriateness of the data for EFA. Internal consistency of each factor is determined as Contingency Reward (0.899), Management by Exception - Passive (0.868) and Management by Exception - Active (0.714), exceeding the minimum requirement and regarded as reliable.

Table 4. EFA and Reliability Results of Transactional Leadership

Factor / Item	Factor Loading	Variance (%)	Alpha
<i>Contingency Reward</i>		28.857	0.899
CR_4	0.876		
CR_3	0.862		
CR_2	0.860		
CR_1	0.839		
<i>Management by Exception - Passive</i>		24.524	0.868
MBEP_2	0.864		
MBEP_3	0.846		
MBEP_4	0.839		
MBEP_1	0.778		
<i>Management by Exception - Active</i>		16.866	0.714
MBEA_3	0.783		
MBEA_2	0.747		
MBEA_1	0.658		
MBEA_4	0.619		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy			0.828
Bartlett's Test of Sphericity	Approx. Chi-Square		3285.712
	df		66
	p-value		0.000

Laissez-Faire leadership style is extracted into a single factor (Table 5) with 75.06% explained total variance, exceeding the threshold of 5% variance explanation level. KMO measure of sampling adequacy (0.830) and Bartlett Test of Sphericity ($\chi^2=1215.134$, $df=6$, $p<0.01$) suggest the appropriateness of the data for EFA. Internal consistency of the factor is determined as (0.889), exceeding the minimum requirement and regarded as reliable.

Table 5. EFA and Reliability Results of Laissez-Faire Leadership

Factor / Item	Factor Loading	Variance (%)	Alpha
<i>Laissez-Faire Leadership</i>		75.069	0.889
LF_3	0.897		
LF_4	0.869		
LF_2	0.869		
LF_1	0.830		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy			0.830
Bartlett's Test of Sphericity	Approx. Chi-Square		1215.134
	df		6
	p-value		0.000

Correlation Analysis

Correlations were found to be significant at 99% confidence interval among the variables in the research model and presented in Table 6.

Table 6. Correlations

	1	2	3	4	5	6	7	8	9
1. Narcissism	1								
2. Machiavellianism	0.67	1							
3. Psychopathy	0.62	0.77	1						
4. Transformational_1	-0.36	-0.49	-0.51	1					
5. Transformational_2	-0.39	-0.49	-0.52	0.84	1				
6. Contingency Reward	-0.35	-0.41	-0.44	0.82	0.77	1			
7. Mngt. by Exc. Active	0.22	0.15	0.17	0.23	0.13	0.183	1		
8. Mngt. by Exc. Passive	0.35	0.39	0.44	-0.25	-0.28	-0.27	0.18	1	
9. Laissez Faire	0.52	0.59	0.60	-0.50	-0.48	-0.44	0.07	0.64	1

Note: All correlations are significant at the 0.01 level.

Multivariate Statistics

In order to assess and interpret parameters, General Linear Model (GLM) is used. GLM is a key model in social sciences which helps to determine impacts and relative importance of different variables (Ravindra et al., 2019).

Six leadership style variables founded in EFA analyses are used in GLM. Prior to interpret the results of GLM equality of covariance matrices of the response variables across groups assumption is tested via Box's M. Results (Box-M=29.136, F-value=1.369, df1=21, df2=635709.043, p-value=0.120) supported the assumption.

Table 7. Levene's Test Result

	F-value	df1	df2	p-value
Transformational_1	0.149			0.700
Transformational_2	0.348			0.556
Contingency Reward	1.169			0.280
Management by Exception Active	0.558	1	536	0.455
Management by Exception Passive	1.654			0.199
Laissez Faire	3.473			0.063

Homogeneity of the variances for each construct is also checked via Levene's Test. At 99% confidence interval all the constructs shown in Table 7 are found to be homogenous.

In addition to leadership styles, supervisor's gender is also analyzed. Pillai's Trace, Wilks' Lambda, Hotelling's Trace and Roy's Largest Root is shown

in Table 8. Leadership is found to be dependent on Narcissism ($p < 0.01$), Machiavellianism ($p < 0.01$), Psychopathy ($p < 0.01$). On the other hand results indicated that supervisor's gender ($p > 0.05$) is not affecting leadership dimensions significantly. In other words, results revealed that dark triad, consisting of narcissism, Machiavellianism and psychopathy traits have a statistically significant effect on the leadership styles, but supervisor's gender doesn't.

Table 8. Multivariate Statistics

		Value	F-value	df	Error df	p-value
Narcissism	Pillai's Trace	0.058	5.398	6	528	0.000
	Wilks' Lambda	0.942				
	Hotelling's Trace	0.061				
	Roy's Largest Root	0.061				
Machiavellianism	Pillai's Trace	0.052	4.800	6	528	0.000
	Wilks' Lambda	0.948				
	Hotelling's Trace	0.055				
	Roy's Largest Root	0.055				
Psychopathy	Pillai's Trace	0.126	12.696	6	528	0.000
	Wilks' Lambda	0.874				
	Hotelling's Trace	0.144				
	Roy's Largest Root	0.144				
Supervisor's Gender	Pillai's Trace	0.014	1.232	6	528	0.288
	Wilks' Lambda	0.986				
	Hotelling's Trace	0.014				
	Roy's Largest Root	0.014				

Detailed analyses for each of the dark triad personality traits and leadership styles are also carried out. Table 9 shows effects of independent variables on six leadership styles separately.

Narcissism is found to effect Management by Exception Active ($p < 0.01$), Management by Exception Passive ($p < 0.05$) and Laissez Faire ($p < 0.01$) significantly at 95% confidence interval. Machiavellianism has a significant effect on Transformational 1 ($p < 0.01$), Transformational 2 ($p < 0.01$), Contingency Reward ($p < 0.05$) and Laissez Faire ($p < 0.01$). Finally, Psychopathy is found to effect all leadership styles (Transformational 1 $p < 0.01$, Transformational 2 $p < 0.01$, Contingency Reward $p < 0.01$, Management by Exception Passive $p < 0.01$, Laissez Faire $p < 0.01$) significantly except for Management by Exception Active ($p > 0.05$).

Table 9. Between Subjects Effects

	Dependent Variables	SS	df	F-value	p-value	Partial Eta Square
Overall Model	Transformational_1	129.269	4	52.922	0.000	0.284*
	Transformational_2	144.761		54.905	0.000	0.292*
	Contingency Reward	128.132		35.931	0.000	0.212*
	Mngt. by Exc. Active	16.489		7.185	0.000	0.051*
	Mngt. by Exc. Passive	114.917		34.641	0.000	0.206*
	Laissez Faire	243.329		94.906	0.000	0.416*
Narcissism	Transformational_1	0.001	1	0.001	0.977	0.000
	Transformational_2	0.773		1.173	0.279	0.002
	Contingency Reward	1.735		1.946	0.164	0.004
	Mngt. by Exc. Active	6.768		11.796	0.001	0.022*
	Mngt. by Exc. Passive	3.489		4.207	0.041	0.008*
	Laissez Faire	8.431		13.154	0.000	0.024*
Machiavellianism	Transformational_1	8.285	1	13.568	0.000	0.025*
	Transformational_2	6.770		10.271	0.001	0.019*
	Contingency Reward	3.810		4.274	0.039	0.008*
	Mngt. by Exc. Active	0.287		0.500	0.480	0.001
	Mngt. by Exc. Passive	1.095		1.320	0.251	0.002
	Laissez Faire	11.518		17.970	0.000	0.033*
Psychopathy	Transformational_1	20.249	1	33.159	0.000	0.059*
	Transformational_2	21.762		33.016	0.000	0.058*
	Contingency Reward	20.267		22.733	0.000	0.041*
	Mngt. by Exc. Active	0.919		1.602	0.206	0.003
	Mngt. by Exc. Passive	20.272		24.443	0.000	0.044*
	Laissez Faire	22.632		35.308	0.000	0.062*
Supervisor's Gender	Transformational_1	0.168	1	0.275	0.600	0.001
	Transformational_2	0.551		0.836	0.361	0.002
	Contingency Reward	0.356		0.399	0.528	0.001
	Mngt. by Exc. Active	0.005		0.009	0.925	0.000
	Mngt. by Exc. Passive	2.323		2.801	0.095	0.005
	Laissez Faire	0.148		0.231	0.631	0.000

Multivariate Statistics

The hypotheses of the research are also tested with regression analyses. Six separate multiple linear regression analyses are performed in accordance with the number of dependent variables. Table 10 demonstrates the results of analyses.

Table 10. Multiple Regression Analysis Results

Dependent Variable	Independent Variables	β	Std. Error	t-value	p-value	VIF
Transformational_1	Narcissism	-0.001	0.051	-0.026	0.980	1.905
	Machiavellianism	-0.226	0.062	-3.673	0.000	2.831
	Psychopathy	-0.338	0.059	-5.758	0.000	2.572
R=0.553	R²=0.284	Adjusted R²=0.280		F: 70.567	p: 0.000	
Transformational_2	Narcissism	-0.054	0.050	-1.078	0.282	1.905
	Machiavellianism	-0.195	0.061	-3.182	0.002	2.831
	Psychopathy	-0.335	0.058	-5.739	0.000	2.572
R=0.539	R²=0.291	Adjusted R²=0.287		F: 72.951	p: 0.000	
Contingency Reward	Narcissism	-0.074	0.053	-1.400	0.162	1.905
	Machiavellianism	-0.135	0.065	-2.086	0.037	2.831
	Psychopathy	-0.294	0.062	-4.777	0.000	2.572
R=0.460	R²=0.212	Adjusted R²=0.207		F: 47.829	p: 0.000	
Management by Exception Active	Narcissism	0.200	0.058	3.437	0.001	1.905
	Machiavellianism	-0.050	0.071	-0.711	0.478	2.831
	Psychopathy	0.086	0.068	1.266	0.206	2.572
R=0.226	R²=0.051	Adjusted R²=0.046		F: 9.595	p: 0.000	
Management by Exception Passive	Narcissism	0.110	0.053	2.058	0.040	1.905
	Machiavellianism	0.078	0.065	1.193	0.234	2.831
	Psychopathy	0.307	0.062	4.951	0.000	2.572
R=0.449	R²=0.202	Adjusted R²=0.198		F: 45.102	p: 0.000	
Laissez Faire	Narcissism	0.166	0.046	3.632	0.000	1.905
	Machiavellianism	0.237	0.056	4.257	0.000	2.831
	Psychopathy	0.316	0.053	5.951	0.000	2.572
R=0.645	R²=0.416	Adjusted R²=0.412		F: 126.65	p: 0.000	

Variance inflation factor (VIF) values of narcissism, psychopathy and Machiavellianism are found to be less than the threshold value of 10, which suggests that correlation among independent variables can be tolerated (Durmuş et al., 2016).

Results are indicating that Machiavellianism and psychopathy has a significant and negative effect on transformational leadership 1, transformational leadership 2 and contingency reward ($R=0.553$; $R^2=0.284$; F value= 70.567 ; $p<0.01$), ($R=0.539$; $R^2=0.291$; F value= 72.951 ; $p<0.01$), ($R=0.460$; $R^2=0.212$; F value= 47.829 ; $p<0.01$). Narcissism and psychopathy has a significant and positive effect on management by exception passive ($R=0.449$; $R^2=0.202$; F value= 45.102 ; $p<0.01$). Narcissism has a significant and positive effect on management by exception active ($R=0.226$; $R^2=0.051$; F value= 9.595 ; $p<0.01$). Finally, all dark triad constructs are founded to have a significant and positive effect of on laissez faire leadership ($R=0.645$; $R^2=0.416$; F value= 126.647 ; $p<0.01$).

Conclusion

Independent from the industry, strategy, organization structure or technology, work needs to be done through mutual interactions between employees. Since interpersonal exchanges contain involvement of personality intensively, it can be asserted that concept is a very important factor in the workplace as well. Leadership is one of the areas where personality is asserted to effect behaviours, attitudes, approaches and styles while conducting influencing, persuading, coordinating, communicating etc. activities. Although concept is subjected to numerous studies in the leadership literature, research focusing specifically on the leadership and dark traits are scarce. Hence, the purpose of this study is to examine effects of dark triad personality traits (Machiavellianism, narcissism and psychopathy) on Transformational, Transactional and Laissez Faire leadership styles.

First finding of the study is that dark triad constructs narcissism, psychopathy and Machiavellianism are moderately correlated as literature suggests. Also triad is found to be negatively correlated with transformational and contingency reward leadership, positively correlated with management by exception active, management by exception passive and laissez faire leadership styles.

General linear model analyses showed that Machiavellianism, narcissism and psychopathy constructs are affecting leadership styles and leaders' gender does not. Specifically, narcissism is found to have an effect on management by exception active, management by exception passive and laissez faire, Machiavellianism have an effect on transformational 1, transformational 2, contingency reward and laissez faire, psychopathy have an effect on all leadership styles except for management by exception active. Confirming GLM analyses, multiple regression analyses are also indicated negative effect of Machiavellianism and psychopathy on transformational 1, transformational 2 and contingency reward leadership, positive effect of narcissism and psychopathy on management by exception passive, positive effect of narcissism on management by exception active leadership styles. Another result is that all dark triad constructs are found to have a significant and positive effect on the laissez faire leadership style. Also, highest explanatoriness (41,2%) is found to take place in the relationship between dark triad and LF leadership. This result is particularly interesting taking active, self-interested, dominant,

manipulative, exploitative nature of the triad and hands off, passive approach of LF leadership into account.

Considering all results it can be commented that dark triad traits are positively effecting passive leadership styles (i.e. Laissez faire and management by exception passive) and negatively effecting active leadership styles (i.e. transformational, contingency reward, management by exception active). Negative effect of Machiavellianism and psychopathy on the transformational leadership can be explained by the fact that these traits are self-serving contrary to the nature of transformational leadership. TF leadership focuses on needs and expectations of the followers to achieve goals through influencing them whereas Machiavellianists and psychopaths tend to ignore others unless there is something favorable for them in return. On the other hand, since contingent reward approach contains well defined, clear transactions between leader and followers in which Machiavellianists and psychopaths cannot take advantage of, this leadership style may not appeal to Machiavellians and psychopaths. Positive effect of dark triad constructs on the passive forms of leadership can be indicating tendency to adopt “no leadership” attitude. Considering managers who tend to have maximum gains with minimum efforts for themselves, “letting things be” or “not to fix until broken” approaches toward leadership can be found attractive as passive leadership styles serve exactly to that end. It can be asserted that selfish managerial attitudes may lay foundation to dark tendencies. In line with the cultural context this result may also indicate that leaders are not trying to satisfy their dark tendencies at the workplace.

This study is not without limitations. First, self-report measures are used to obtain the data. Field studies may be conducted using concepts in future to better manage the bias effect and provide a basis for comparison. Second, although sample size is adequate, using a larger data set may increase the ability to generalize results as well as allowing to apply complex statistical methods. Third, this is a cross sectional study in which direct effects are taken into consideration. Future studies are suggested to investigate the effects of dark traits on leadership emergence and effectiveness, relationships between dark triad and leadership styles with longitudinal, cross cultural research containing additional mediating and/or moderating variables in the model.

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