MEDIATING ROLE OF ORGANIZATIONAL BELONGING IN THE EFFECT OF DARK TRIAD PERSONALITY FEATURES ON CAREER PLANNING AND ORGANIZATIONAL POLITICS [1][2]

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ABSTRACT | It has been estimated that narcissism, machiavellism and psychopathy, named as the dark triad personality traits, will have a strong effect upon career planning of the employees, their sense of belonging to the organization and their perceptions of organizational politics in accordance with the findings in the literature. In this respect, the present study mainly aims to determine the mediating role of organizational belonging in the effect of employees' dark triad personality traits upon their perceptions of organizational politics and career plans. The participants of the study consist of 402 academicians who work in different fields and possessing different titles at Kafkas University. The data which were obtained from the scale consisting of five sections and 79 questions were analyzed through different statistical programs. The results of the study indicated that the dark triad personality traits of the academicians were effective upon their career planning and perceived organizational politics and organizational belonging had a significant mediating effect upon all three variables.

Keywords: *Dark personality, personality traits, career planning, organizational politics, organizational belonging*
JEL Codes: *M10, M12, M50*

Scope: *Business administration*
Type: *Research*

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[1] Compliance with the ethical rules of the relevant study has been declared.
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KARANLIK ÜÇLÜ KİŞİLİK ÖZELLİKLERİNİN KARİYER PLANLAMASI VE ÖRGÜTSEL SİYASETE ETKİSİNDE ÖRGÜTSEL AİDİYETİN ARACI ROLÜ

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ÖZ| Karanlık üçlü kişilik özellikleri olarak adlandırılan narsisizm, makyavelizm ve psikopatinin, çalışanların kariyerlerine yönelik planlamaları, örgüte yönelik aidiyet algıları ile örgütsel siyaset algıları noktasında güçlü bir etkiye sahip olacağı, ilgili alan yazında yer alan araştırmaların ortaya koydukları bulgular doğrultusunda öngörülmüştür. Bu doğrultuda yapılan bu çalışmanın amacı; çalışanların karanlık üçlü kişilik özelliklerinin, örgütsel siyaset algılıları ve kariyer planları üzerindeki etkisinde, örgütsel aidiyetin aracı rolünü tespit etmektir. Çalışmanın örneklem grubunu Kafkas Üniversitesinde, farklı alan ve unvanlarda görev yapan 402 akademisyen oluşturmaktadır. Katılımcıların araştırma konuları kapsamında görüşlerine ulaşabilmek üzere düzenlenmiş ve toplam beş bölüm, 79 sorudan oluşan ölçekten elde edilen veriler, çeşitli istatistik programları ile analize tabi tutulmuştur. Araştırma sonucunda, akademisyenlerin sahip oldukları karanlık üçlü kişilik özelliklerinin, kariyer planlamaları ve algıladıkları örgütsel siyaset üzerinde etkili olduğu ve örgütsel aidiyetin her üç değişken üzerinde de anlamlı bir aracı etki oluşturduğu tespit edilmiştir.

Anahtar Kelimeler: *Karanlık kişilik, kariyer planlama, örgütsel siyaset, örgütsel aidiyet*
JEL Kodları: *M10, M12, M50*

Alan: *İşletme*
Türü: *Araştırma*

1. INTRODUCTION

In the present working life which changes and develops rapidly, it is seen that organizations strongly gravitate towards intangible elements which express the personal characteristics of their employees such as knowledge, experience, talent, belonging, loyalty, personality and motivation rather than their tangible assets (Hsieh, Hsieh & Wang, 2011). Most of the studies in the previous literature emphasize that the most significant resource of the enterprises is the employees and argue that the enterprises can maintain their existence and gain competitive advantage in the sector in which they are involved by obtaining high-qualified employees and keeping these employees within the organization (Spagnoli & Caetano, 2012).

The concept of personality defined as the most important component of the behaviors which are exhibited by employees in business life is thought to be effective both on organizational belonging, which can be summarized as the employee's identification with organizational goals and objectives as well as the desire to continue organizational membership, and on organizational politics, which can be summarized as the whole of self-interest-oriented, conscious and planned behaviors, as well as on the individual's career planning, which can be summarized as setting short-medium-long-term career goals for himself/herself with respect to the qualifications that he/she possesses. For this reason, the impact of dark triad personality traits upon these concepts forms the general framework of the present study.

2. THEORETICAL FRAMEWORK
2.1. Dark Triad Personality Traits

The concept of the Dark Triad, which was first introduced by Paulhus and Williams in 2002, was formed by the combination of three anti-social personality traits not passing into the pathological stage in general. In other words, with the dark triad approach, Paulhus and Williams place the personality between a "normal" personality and a "sick" personality. These three personality traits, which are defined as the dark triad, are named as Narcissism (subclinical), Machiavellism and Psychopathy (subclinical) (Harms & Spain, 2015). Although these three characteristics expressed as the Dark Triad personality traits have different origins and qualities, they possess many common points and it is realized in the literature that the forms not displaying clinical signs are related to each other (Furnham, Richards & Paulhus, 2013).

Among dark triad personality traits, Narcissism can be defined as seeing oneself superior to others, arrogance and self-centered behavior. Machiavellism can be defined as deceiving by leaving aside moral and value judgments, cheating

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and aiming to gain profit by hypocrisy. Psychopathy, on the other hand, can be summarized as personality traits manifesting themselves with indifferent, ignorant and emotionless behaviors (Paulhus & Williams, 2002). Baugman et al. (2014) point out that the reflections of the dark triad personality traits in the society will lead to short-term partnerships, individuals lacking empathy, relationships based on interests, and selfish attitudes (Baugman, Jonason, Veselka & Vernon, 2014).

The dark personality traits approach focusing upon the dark side of personality is shaped and interpreted around two different perspectives in the most general sense. The first one is the traditional perspective, which sees dark personality traits as undesirable and pathological behaviors while the second one is called as the evolutionary viewpoint arguing that dark personality traits are beneficial individually but have a negative impact on group and community formations and threaten the continuity of these formations (Jonason, Duineveld & Middleton, 2015).

Self-fulfilling goals support and nurture narcissistic tendencies while materialistic and instrumental goals support and nurture Machiavellian and psychopathic behaviors. The main determinant distinguishing Machiavellism from Psychopathy can be explained by the shorter-term nature of the desired benefit. At the core of all three dark personality traits is callousness behavior which leads to abuse of other individuals (Jones & Weiser, 2014).

2.2. Organizational Politics

Organizations can be defined as the structure which are formed by people coming together to achieve common goals and actions. Employees are required to benefit from organizational resources in order to achieve both organizational and individual goals. However, limitations due to resource, time and organizational practices prevent all employees in the organization from benefiting from the organization's resources equally and fairly. This situation results in the formation of some conflicts of interest among the employees and leads to the emergence of the perception of organizational politics.

Therefore, one significant problem which should be overcome by the organizations today is to prevent their employees from attempting and thinking of using the organization's resources for their own benefit with aims such as gaining high income, getting promotion, protecting their presence in the organization while ensuring the achievement of organizational goals.

The spread of organizational politics behavior within the organization, which can be defined as the behavior of employees who behave in accordance

with their own interests, struggle for power and tend to use organizational resources for their personal interests, leads to the emergence of many behaviors that can be regarded as negative for the organization such as decrease in the trust of other employees in the organization, decrease in the level of loyalty, decrease in their job satisfaction and so on.

Organizational politics can be stated as "all of the attitudes and behaviors which are exhibited consciously by the employees so as to accomplish their individual and organizational interests". This situation emerges as an inevitable situation in business life (Bursalı, 2008). The people in the organization are trying to create an impact upon each other as well as leading them to a certain attitude through many different methods. The efforts of the members of the organization to seize the power balances within the organizational structure and to utilize from them constitute the organizational politics.

Mayer and Allen (1991) define political behavior as "the employee's effort to reach the outputs he/she aims to achieve by making use of the ways that are not approved or adopted by the organization or exhibiting behaviors towards obtaining gains that the organization does not support" (Yolac, 2009). Ferris and Kacmar, on the other hand, describe organizational politics as "the behavior of an employee that is generally carried out with the aim of obtaining personal benefits at the expense of organizational goals and sometimes harming other employees" (Ferris & Kacmar, 1992).

When the definitions regarding the concept of organizational politics are considered, it is realized that there are three points coming into focus. These include the followings:

1. An individual must have an attitude towards protecting his personal interests,

2. There should be at least two parties with different interests in the process,

3. Political activities are activities aimed at achieving social outputs.

Displaying political behaviors within an organization emerges as a result of actions which are taken in order to protect, increase or strengthen these interests when there are conflicting interests among individuals. Miles mentions the existence of certain processes and elements in which the employees exhibit the organizational policy behavior most and lists them as "Sources", "Targets", "Decisions", "Differentiation" and "External Environment".

Kacmar and Carlson (1997), who made important contributions to the development of organizational politics concept, developed a 15-item scale for the perception of organizational politics and the concept was discussed in three dimensions: "General Political Behavior", "Doing Whatever is Required to

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Advance" and "Salary, Reward, Promotion" (Kacmar & Carlson, 1997).
2.3. Career Planning

The concept of career is defined by Beach (1980) as a broad-scale concept involving the job that the individual performs in the organization during his working life, his rise in the organization, the opportunities he has obtained and his lifestyle (Beach, 1980). According to Sabuncuoglu, career is described as "a process directly related to individual and organizational goals, related to work experience and activity that the individual will live throughout his/her life, sometimes under control and sometimes out of control" (Sabuncuoglu, 2000). The definitions reveal that in addition to the employee, the organization where the employee exists has a great impact in the career process. In this regard, career determinants are not only the employees themselves but organizational and external factors, as well.

Based on the concept of career, career planning can be described as the creation of training programs and work-related applications within a certain activity schedule, which would enable employees to see the options and opportunities they possess, to set goals for their careers, to calculate the way and required time to achieve these goals (Erdogmus, 2003; Kocabey, 2010).

Considering and evaluating oneself in terms of all aspects, determining possible career opportunities within and outside the organization, creating short/medium/long-term goals and putting them into practice are all reviewed within the scope of career planning. In this respect, it would be quite appropriate to define the concept of career planning as a tool aiming to harmonize the talents, needs, experiences and job opportunities of the employees and to ensure that the employee obtains the greatest benefit from this process (Sharf, 2004).

The main aim of the activities carried out under the name of career planning is to harmonize and integrate the talents and interests of the individual within the organization. One of the purposes of career planning activities is to reduce the rate of employee turnover. Nevertheless, career planning activities are usually regarded by the management as a good way of meeting the need for qualified and equipped employees within the organization due to the fact that employees make their plans for the future and set their goals within the scope of career planning activities. Thus, employees know what they need to develop themselves, participate in training and activities by developing themselves in this sense, which in turn leads to an increase in the number of qualified and equipped staff in organizational terms (Ozgen et al., 2002).

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2.4. Organizational Belonging

The organization can be defined as "the structure in which different individuals come together on the axis of a certain authority and responsibility with the aim of achieving a common goal or action that has been predetermined and accepted by everyone". In order for a structure to be called as an organization, it is necessary for more than one person to come together, to have a common goal, to achieve these goals, to have a collective unity and to have the authority to bring all these elements together (Toprakci, 2008).

Organizational belonging means being voluntary to comply with the goals, objectives, norms and rules of the organization and to do their best to ensure their continuity. Employees generally display two types of behaviors towards the rules of the organization they are in, the first of which is the behavior of conformity and obedience called collective behavior in the literature and the second of which is the behavior of belonging. Fulfilling the rules of the organization by the employees with the aim of behaving just like others without adopting the rules of the organization is expressed as compliance while fulfilling them as a result of adopting and assimilating refers to the behavior of belonging (Tutar, 2016).

According to the definition made by Porter et al., belonging must involve at least three factors. These include (Porter, Steers & Mowday, 1974):

1. The employee's belief in and acceptance of organizational goals and objectives,

2. The employee's eagerness to make an effort for the organization in which he is involved,

3. The employee's possession of an intense desire to be in the organization.

Many approaches have been developed in order to explain the concept of organizational belonging, which are generally classified as attitudinal approaches, behavioral approaches and multiple approaches. Allen and Mayer, who made important contributions to the embodiment of the literature related to belonging, examined the concept of organizational belonging from an attitudinal perspective and made the classification of normative, emotional and continuance belonging, which is frequently used in the literature (Ozdemir & Cemaloglu, 2017). According to this classification;

Normative Belonging: It refers to the desire of the employees to stay in the organization within the context of ethical and moral reasons. Sometimes, some employees prefer to maintain their existence in the organization with a sense of duty and responsibility and with the thought that if they leave the organization, their employers and organizations may be adversely affected by this

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situation. This type of belonging can be adequate for the employee to maintain his existence in the organization, mostly by suppressing the many available reasons to leave the organization (Ozdemir & Cemaloglu, 2017).

Emotional Belonging: Emotional belonging, which is intensely desired to be seen most in the organizational sense, refers to the moral commitment of the employees to the organization in which they take place, their belief in and identification of the goals, objectives and values of the organization. Emotional belonging indicate results such as employee participation in the organization, loyalty and self-sacrifice (Ozdemir & Cemaloglu, 2017).

Continuance Belonging: The desire for continuing to exist in the organization so as to focus upon the risks and costs that could arise if the employee leaves the organization and to avoid the possible negative effects of this situation can be described as continuance belonging. Continuity belonging emerging with an interest-oriented attitude in terms of the employee, arises when the gains of the employee from the organization are greater than the gains he will get if he leaves the organization (Mathieu & Zajac, 1990).

3. HYPOTHESES OF THE RESEARCH

The "Cognitive Appraisal Theory" which is put forward by Richard Lazarus points out that thought emerges before emotion and action. In other words, according to Lazarus, it is the thoughts, not the emotions, that lead the individual to act. From this perspective, it can be predicted that dark personality outputs will pose a threat to other employees in the organization and that employees will interpret this threat as political behavior, and as a result will develop various attitudes which can give harm to the organization with a sense of anxiety. Again, put forward by Adams (1963), within the context of Equality Theory, individuals who belong to the same organization provide benefits to the organization such as talent, effort, experience in order to utilize from organizational resources such as salary, promotion, reward and recognition and they evaluate this process at a mutual exchange level (Oliver, 1981). Employees, who perceive that an unfair process is operating in that process of change, may have a tendency towards organizational politics with the aim of maximizing their own benefits. Based on these approaches, the first hypothesis of the research emerged.

H1: There is a significant relationship between Dark Triad Personality Traits and Organizational Politics.

The personality traits of the individual have the power to determine his/her expectations, the choices that he/she prefers to reach his/her expectations, possible alternatives and the ways that he/she can practice to achieve all these

(Kurtoglu, 2010). In this regard, the fact that an individual with a dark personality resorts to ways which are not used by others and ignores ethical and moral rules so as to achieve what he/she wants to accomplish is an expected result. At the point of career planning, the personality traits of the individual change the definition of the career concept by affecting both the qualities of the plan to be made and determining the ways to accomplish this plan (Holland, 1997; Bingol, 2016; Aytac, 2005). This situation was also presented in the studies conducted by Sav (2008) and Edinsel (2018) and it was suggested that one of the most significant criteria in shaping career plans is personality traits. Based on these data, the second hypothesis of the study, H2, was formed.

H2: There is a significant relationship between Dark Triad Personality Traits and Career Planning.

Mayer and Allen (1991) define political behavior as "the employee's effort to achieve the outputs he/she aims by turning to ways that the organization approves or not or by exhibiting behaviors towards achieving gains which are not supported by the organization" (Yolac, 2009). This definition is a very important statement revealing that organizational politics and career plans are closely related to each other. In this regard, the social learning theory put forward by Bandura is important in terms of understanding the relationship between those concepts. Bandura suggests that learning is possible not only with the individual's own behaviors and experiences, but with the behaviors exhibited by others and observed by the individual, as well. In accordance with this theory put forward by Bandura, a social learning can take place as a result of observing individuals who exhibit political behaviors with the aim of accomplishing their career plans by other employees. It can be stated that if these negative behaviors which lead individuals to gain benefits are not prevented and punished, they can display the negative behaviors in other employees who learn through observation. Based on these approaches, the third hypothesis of the study was formed.

H3: There is a significant relationship between Organizational Politics and Career Planning.

Based on the data obtained from the literature reviews, the approach towards the interaction between the concepts which form the basis for the present study and research findings, other hypotheses of the research were formed. In this respect, two other hypotheses were formed.

H4: Organizational belonging has a mediating role upon the relationship between dark triad personality traits and organizational politics.

H5: Organizational belonging has a mediating role on the relationship between dark triad personality traits and career planning.

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4. METHOD
4.1. The Aim of the Study and the Research Model

Personality traits are regarded as the most significant components of individual behaviors. Personality is thought to be effective both on organizational belonging, which can be described as the desire of the employee to maintain his membership in the organization, on organizational politics defined as interest-oriented, conscious and planned behaviors, and on career planning, which refers to the individual's determination of short-medium-long-term career goals for himself/herself. Hence, the effect of dark triad personality traits on these concepts forms the general framework of the present study.

Academicians working at Kafkas University were selected for the population of the study. There are 926 academic staff working at Kafkas University. The sample size to be selected from the research population was calculated to be 272, with a 5% margin of error within the 95% confidence limit (surveysystem.com). A total of 600 questionnaires were prepared and distributed and 470 of the those six hundred distributed questionnaires were returned. Due to the fact that 68 of the returned questionnaires were filled incorrectly, incompletely and randomly, they were cancelled and the study was completed with 402 questionnaires.

The questionnaire is comprised of 5 parts and 79 questions. The first part includes 9 questions prepared for demographic data. The second part involves the career plan scale which consists of 19 items. The scale, whose reliability was determined as Alpha=0.942 in the study conducted by Erdogan, consists of 4 sub-dimensions. In the third part, a 27-item scale (Dark Triad Scale), which is developed by Jones and Paulhus (2014) and aims to measure the personality traits of Machiavellism, subclinical narcissism and subclinical psychopathy, was utilized withn the aim of measuring the dark triad personality traits. In the fourth part of the questionnaire, the "Organizational Politics Perception Scale" developed by Kacmar and Carlson (1997) was utilized so as to measure the perception of organizational politics. The Organizational Politics scale involves 15 items and three sub-dimensions. In the fifth part of the questionnaire, the organizational belonging scale developed by Mowday et al. and consists of 9 questions and one dimension was used with the aim of determining the level of organizational belonging.

LISREL and SPSS package programs were utilized so as to analyze the data obtained in the study. The level of significance was accepted as p=0.05 in the analysis and the reliability and validity of the scales utilized in the present study were examined first.
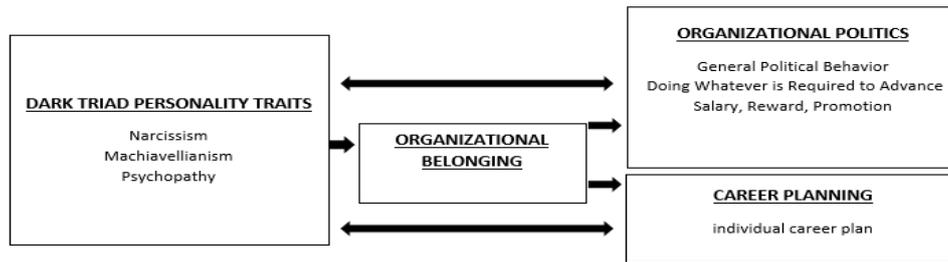
Figure 1: Research Model

5. FINDINGS
5.1. Demographical Findings

In accordance with the data which were obtained from the participants, the findings related to the demographic profile and job characteristics are displayed in Table 1 and Table 2.

Table 1: Distribution of Academicians' Socio-Demographical Characteristics

Age	n	%
20-30	59	14.7
31-35	124	30.8
36-40	95	23.6
41-45	71	17.7
46-50	28	7.0
Above 50	25	6.2
Gender	**n**	**%**
Female	143	35.6
Male	259	64.4
Marital Status	**n**	**%**
Married	309	76.9
Single	93	23.1

When the socio-demographic distribution of the academicians participating in the study is considered, it is observed that 14.7% are in the age range of 20-30, 30.8% in the range of 31-35, 23.6% in the range of 36-40, 17.7% in the range of 41-45, 7% in the range of 46-50 and 6.2 % of them are in the age range of 50 years and above. Furthermore, 35.6% of the participants are women, 64.4% are men while 76.9% are married and 23.1% are single.

Table 2: Distribution of Academicians' Job Characteristics

Title	n	%
Lecturer	86	21.4
Research Assistant	93	23.1
Assistant Professor	131	32.6
Associate Professor	59	14.7
Professor	33	8.2
Administrative Duty	**n**	**%**
Yes	102	25.4
No	300	74.6
Seniority	**n**	**%**
1 and below	28	7.0
2-4	81	20.1
4-6	73	18.2
7-9	77	19.2
10-12	53	13.2
13+	90	22.4
Economic Level	**n**	**%**
Middle Class	211	52.5
Middle-Upper Class	191	47.5
Would you like your children to follow the same career path as you?	**n**	**%**
Yes	306	76.1
No	96	23.9
The status of academicians as a respected and prestigious profession	**n**	**%**
Yes	349	86.8
No	53	13.2

When the job characteristics of the participants are paid attention, it is realized that 32.6% of them have the title of Assistant Professor, 25.4% of them have administrative duties whereas 74.6% of them do not have any administrative duties. In terms of seniority, 22.4% of the participants have a seniority of 13 years or more, 52.5% of them regard themselves as middle class and 47.5% define themselves as middle-upper economic class. Moreover, 76.1% of the participants want their children to follow the same career path as them while 23.9% do not want their children to be academicians. What is more, the data indicate that 86.8% of the participants consider being an academician as a respectable and prestigious profession whereas 13.2% do not consider it as a respectable and prestigious profession.

5.2. Findings Related to the Scales
5.2.1.   Findings Related to the Dark Triad Personality Scale

The fact that the relationship of any item in the scale with other items is not less than 0.30 (Buyukozturk, 2009) is known to be adequate. In accordance with the results of reliability analysis, it was decided to exclude items 1, 7, 8, 11, 15, 17, 18, 20 and 25 from the scale, which were found to be less than 0.30 among the existing scale items. After the items were removed, the reliability analysis was performed again and the study continued because there was no item below 0.30 in terms of the relationship between the scale items used in the second analysis and the other items. The Cronbach Alpha coefficient was checked in order to determine the item internal consistency of the scale. As a result of the KMO and Bartlett's Test performed on the Dark Triad Scale, the KMO value was found to be 0.819>0.60 and the Bartlett's sphericity test was observed to be significant at the $p<0.01$ significance level revealing that the sample size was appropriate for factor analysis and that the data were obtained from a multivariable normal distribution (Kan & Akbas, 2005).

Table 3: The Eigen Values of Dark Triad Scale and Levels of Variance

Components	Initial Eigen Values			Sum of Squares of Post-Rotation Loads		
	Total	Variance%	Cumulative %	Total	Variance %	Cumulative %
1	4.740	26.331	26.331	3.125	17.363	17.363
2	1.901	10.563	36.894	2.857	15.872	33.235
3	1.662	9.232	46.127	2.321	12.892	46.127

The dark triad personality scale was exposed to factor analysis in terms of their eigenvalues and the levels of variance they explained, the results of which indicated that the scale exhibited a three-factor structure with an eigenvalue greater than 1. Although it was found that the first factor (Machiavellism-MCHA) alone explained 17.363% of the scale, the second factor (Narcissism-NARC) 15.872%, and the third factor (Psychopathy-PSYC) 12.892%, it was determined that three factors explained 46.127% of the scale. Confirmatory factor analysis was also performed on the scale and the path diagram of CFA is displayed in Figure 2.
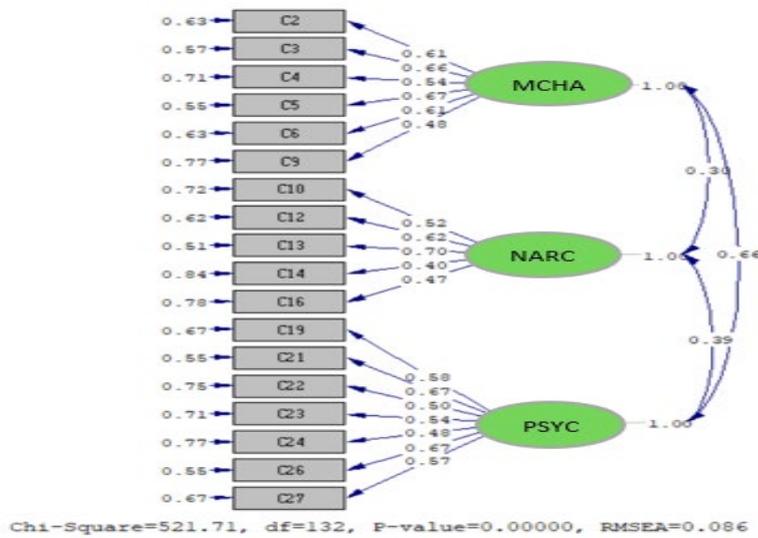
Figure 2: Dark Triad Scale Path Diagram

As can be seen in the path diagram, when the relationship between the factors was considered, it was found that the highest correlation was between Machiavellism and Psychopathy with a correlation coefficient of 0.66. When we examine the path diagram, we found that there was no need for making any modifications because the fit indices of the model were realized to be at the desired level in the first stage

Table 4: Dark Triad Scale Goodness of Fit Values

χ2/df	p	RMSEA	CFI	GFI	AGFI	NNFI	NFI	RMR	SRMR
3.952	0.000	0.086	0.920	0.900	0.850	0.940	0.940	0.083	0.087

It is observed that the fit index values obtained through CFA are within the acceptable and perfect fit indices.

5.2.2. Findings Regarding the Organizational Politics Perception Scale

The fact that the relationship of any item in the scale with other items is not less than 0.30 is known to be adequate (Buyukozturk, 2009). Based upon the reliability analysis, item 12 found to be less than 0.30 was removed from the scale; thus, the reliability analysis was performed again after the removed item and in the second analysis, the study continued to be conducted as there were no

items whose relationship with other items was below 0.30. The Cronbach Alpha coefficient was utilized so as to determine the item internal consistency of the scale and the the reliability analysis results showed that the reliability level of the scale increased to 0.858 and this value was at a high level. As a result of the KMO and Bartlett's Test performed on the Dark Triad Scale, the KMO value was oobserved to be 0.842>0.60 and the Bartlett's sphericity test was significant at the p<0.01 significance level. Those values revealed that the sample size was appropriate for factor analysis as well as the fact that the data were obtained from a multivariable normal distribution (Kan & Akbas, 2005).

Table 5: Core Values and Explained Variance Levels of the Organizational Politics (OP) Perception Scale

Components	Initial Core Values			Sum of Squares of Post-Rotation Loads		
	Total	Variance%	Cumulative %	Total	Variance %	Cumulative %
1	5.049	36.063	36.063	3.545	25.323	25.323
2	1.950	13.931	49.994	2.958	21.127	46.450
3	1.119	7.991	57.985	1.615	11.535	57.985

The scale of organizational politics perception was exposed to factor analysis in terms of their eigenvalues and the levels of variance they explained and the analysis results indicated that the scale exhibited a three-factor structure with an eigenvalue greater than 1. It was found that the first factor (General Political Behavior-GBP) alone explained 25.323% of the scale, the second factor (Doing What is Necessary to Rise- DWNR) 21.127% and the third factor (Wage and Promotion Policies-WPP) explained 11.535% whereas three factors explained 57.985% of the scale. Confirmatory factor analysis was also applied on the scale and the path diagram of CFA is illustrated in Figure 3.
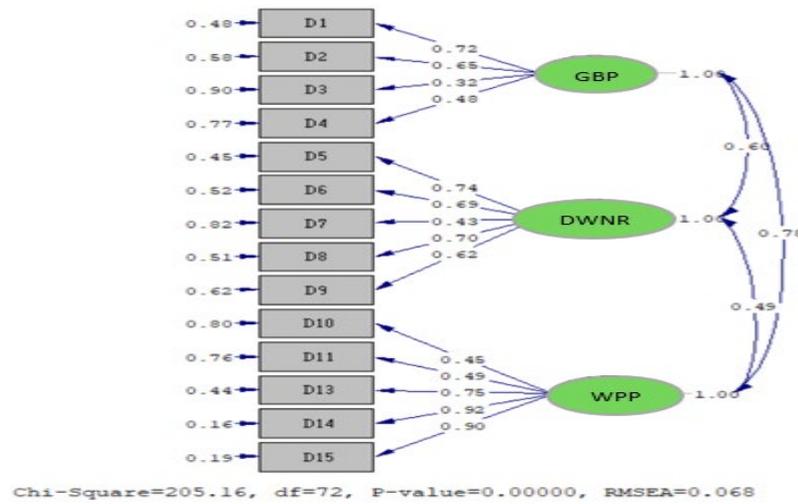
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Chi-Square=205.16, df=72, P-value=0.00000, RMSEA=0.068

Figure 3: Organizational Politics Perception Scale Path Diagram

As can be seen in the path diagram, when the relationship between the factors was considered, it was observed that the highest relationship was between GP and UT with a correlation coefficient of 0.78. When the path diagram is examined, it is realized that there was no need to make any modifications as the fit indices of the model were reralizeed to be at the desired level in the first stage.

Table 6: Organizational Politics Perception Scale Goodness of Adjustment Values

χ2/df	p	RMSEA	CFI	GFI	AGFI	NNFI	NFI	RMR	SRMR
2.849	0.000	0.068	0.970	0.930	0.90	0.960	0.950	0.081	0.056

It is observed that the fit index values obtained by means of CFA are within the acceptable and perfect fit indices.

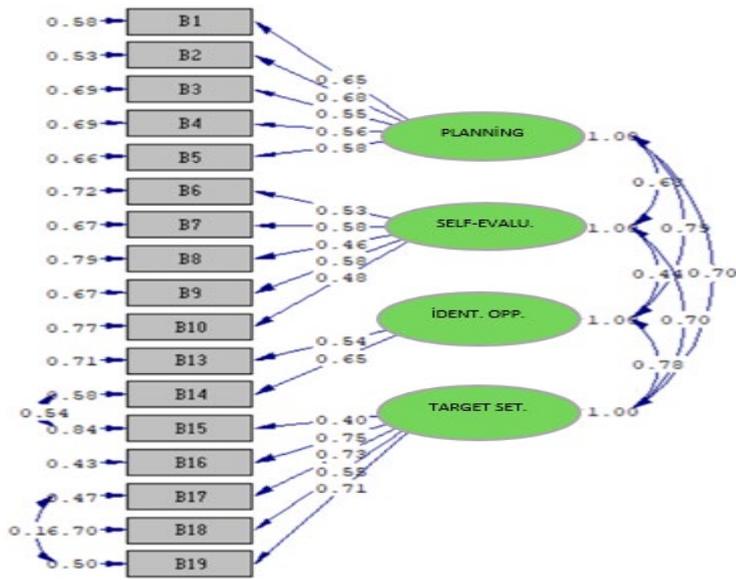### 5.2.3. Findings Regarding the Individual Career Planning Scale

The fact that the relationship of any item in the scale with other items is not less than 0.30 for is known to be adequate (Buyukozturk, 2009). Based on the reliability analysis, items 11 and 12, which were found to have a relationship of less than 0.30 with other items among the existing scale items, were removed from the scale; therefore, the reliability analysis was conducted again after the removed item and in the second analysis, the study continued due to the absence of items below 0.30. The Cronbach Alpha coefficient was utilized in order to determine the item internal consistency of the scale. In this regard, as a result of

the KMO and Bartlett's Test applied to the individual career planning scale, the KMO value was realized to be 0.871>0.60, and the Bartlett's sphericity test was significant at the p<0.01 significance level, which indicated that the sample size was appropriate for factor analysis and that the data were obtained from a multivariable normal distribution (Kan & Akbas, 2005).

Table 7: Core Values of Individual Career Planning (CP) Scale and Levels of Variance

Components	Initial Core Values			Sum of Squares of Post-Rotation Loads		
	Total	**Variance%**	**Cumulative %**	**Total**	**Variance %**	**Cumulative%**
1	5.815	34.204	34.204	3.115	18.324	18.324
2	1.968	11.577	45.781	2.925	17.206	35.531
3	1.263	7.429	53.210	2.102	12.362	47.893
4	1.018	5.989	59.199	1.922	11.307	59.199

The individual career planning scale was exposed to factor analysis in terms of eigenvalues and the variance levels they explained, and the results of the analysis revealed that the scale exhibited a four-factor structure with an eigenvalue greater than 1. The first factor (planning) alone accounted for 18.324% of the scale, the second factor (self-evaluation) 17.206%, the third factor (identifying opportunities) 12.362% and the fourth factor (target setting) alone accounted for 11.307% of the scale. It was found out that four factors explained 59.199% of the scale. Confirmatory factor analysis was also conducted on the scale and the path diagram of CFA is displayed in Figure 4.

Chi-Square=400.27, df=109, P-value=0.00000, RMSEA=0.082

Figure 4: The Path Diagram of Individual Career Planning Scale

As can be seen in the path diagram of CFA, when the relationship between the factors was considered, it was found that the highest relationship was between Creating a Plan and Identifying Opportunities with a correlation coefficient of 0.79. Modifications were made between items 14-15 and 17-19 in the path diagram. The values before and after the modification are presented in Table 8.

Table 8: Individual Career Planning Scale Goodness of Fit Values

Modification	χ2/df	p	RMSEA	CFI	GFI	AGFI	NNFI	NFI	RMR	SRMR
Before	6.969	0.000	0.122	0.880	0.810	0.750	0.860	0.870	0.080	0.083
After	3.672	0.000	0.082	0.950	0.890	0.850	0.940	0.930	0.043	0.063

It is realized that the fit index values obtained through CFA are within the acceptable and perfect fit indices.

5.2.4. Findings Regarding the Organizational Belonging (OB) Scale

The fact that the relationship of any item in the scale with other items is not less than 0.30 is known to be adequate (Buyukozturk, 2009). In this respect, it was agreed that it was not necessary to remove an item from the scale because the relationship between the scale items used and the other items was not less than 0.30. The Cronbach Alpha coefficient, one of the reliability analyses, was utilized so as to determine the item internal consistency of the scale and the reliability analysis results revealed that the reliability level of the scale was 0.905. Similarly, as a result of the KMO and Bartlett's Test applied to the individual career planning scale, the KMO value was observed to be 0.909>0.60 and the Bartlett's sphericity test was significant at the $p<0.01$ significance level, which indicate that the sample size was appropriate for factor analysis and that the data were obtained from a multivariable normal distribution (Kan & Akbas, 2005).

Table 9: Core Values and Explained Variance Levels Regarding the Perception of Organizational Belonging Scale

Components	Initial Core Values			Sum of Squares of Post-Rotation Loads		
	Total	Variance%	Cumulative %	Total	Variance %	Cumulative%
1	5.160	57.335	57.335	5.160	57.335	57.335

The organizational belonging scale was exposed to factor analysis in terms of their eigenvalues and the levels of variance they explained and the analysis results revealed that the scale exhibited a single factor structure with eigenvalue greater than 1. The only factor that emerged was called as organizational belonging. Confirmatory factor analysis was also performed on the scale and the path diagram of CFA is displayed in Figure 5.
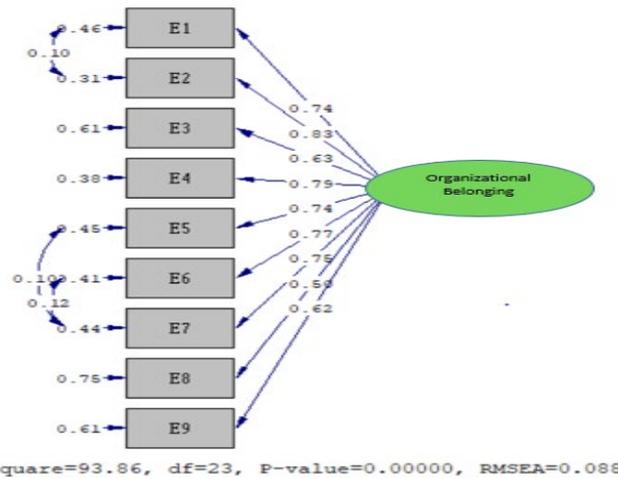
Chi-Square=93.86, df=23, P-value=0.00000, RMSEA=0.088

Figure 5: The Path Diagram of Organizational Belonging Perception Scale

The path diagram of DFA is presented below. When the path diagram was paid attention, it is realized that the fit indexes of the model were not at the desired level in the first stage, so it was necessary to make modifications. It is observed that the fit index values obtained through CFA are within the acceptable and perfect fit indices. The values before and after the modification are presented in Table 10.

Table 10: Goodness of Fit Values Regarding Organizational Belonging Perception Scale

Modification	χ^2/df	p	RMSEA	CFI	GFI	AGFI	NNFI	NFI	RMR	SRMR
Before	7.529	0.000	0.128	0.960	0.900	0.830	0.940	0.950	0.064	0.052
After	4.080	0.000	0.088	0.980	0.950	0.900	0.970	0.980	0.045	0.037

It is realized that the fit index values obtained as a result of CFA are within the acceptable and perfect fit indices.

5.3. Hypothesis Tests

H1 Test: The path diagram regarding the Structural Equation Model (SEM) analysis of the model, in which the significant effect of the dark triad

personality traits (DTP) on organizational politics (OP) is determined is presented in Figure 6 and the analysis results are summarized in Table 11.
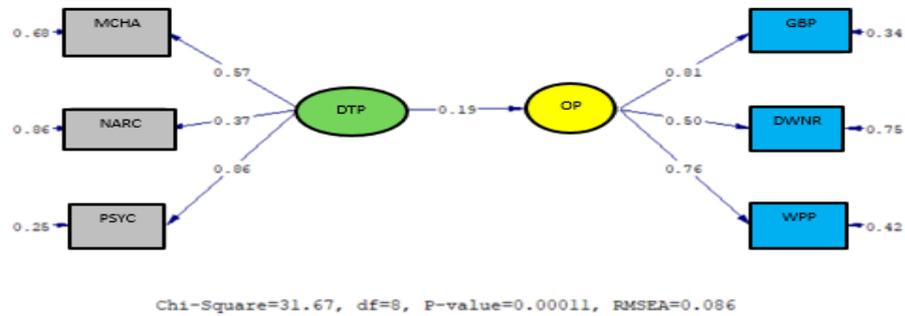

Chi-Square=31.67, df=8, P-value=0.00011, RMSEA=0.086

Figure 6: The Path Diagram of the Effect of Dark Triad Personality Traits on Organizational Politics

The model result of the effect of dark triad personality traits on organizational politics is illustrated in the Table below.

Table 11: SEM Results Regarding the Effect of Dark Triad Personality Traits on Organizational Politics

Hypotheses	Ways	Standardized Parameter Estimates	t Values	Result
H1	(DTP)➔(OP)	0.19	2.87**	Confirmed
**p<0.01				

When Table 11 is examined, the effect of the Dark Triad Personality traits upon organizational politics was realized to be statistically significant, which reveals that when there is an increase in the dark triad personality traits of academicians, it will lead to an increase of 0.19 in the levels of organizational politics perception. Moreover, it is found that the fit index values obtained through the established model are within the acceptable and perfect fit indices.

H2 Test: The path diagram regarding the SEM analysis of the model, in which the significant effect of the dark triad personality traits (DTP) on career planning (CP) was determined, which is the second hypothesis of the research, is presented in Figure 7 and the analysis results are illustrated in Table 12.
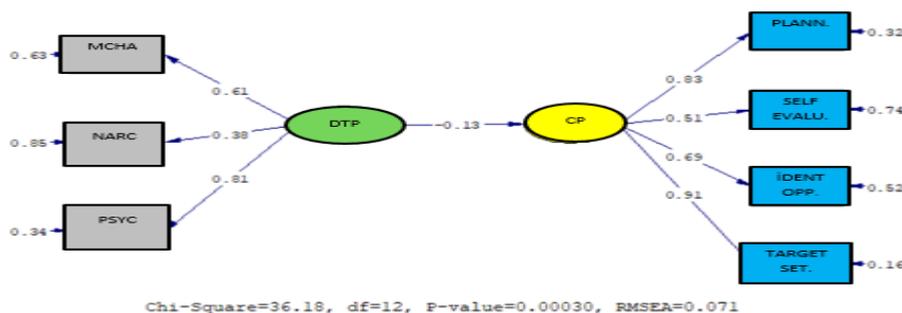
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Chi-Square=36.18, df=12, P-value=0.00030, RMSEA=0.071

Figure 7: The Path Diagram Regarding the Effect of Dark Triad Personality Traits on Career Planning

The model result regarding the effect of dark triad personality traits on career planning is presented in the table below.
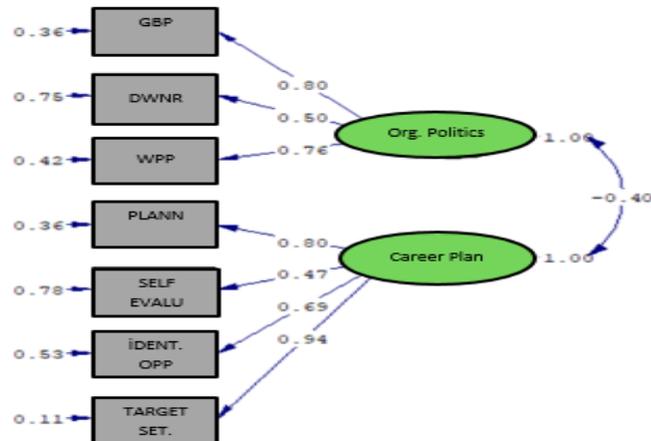
Table 12: SEM Results of the Effect of Dark Triad Personality Traits on Career Planning

Hypotheses	Ways	Standardized Parameter Estimates	t Values	Result
H2	(DTP)→(CP)	-0.13	-2.15*	Confirmed
*p<0,05				

When Table 12 is paid attention, it is realized that the effect of the dark triad personality traits on career planning was statistically significant. This result shows that when there is an increase in the dark triad personality traits of academicians, it will cause a 0.13 decrease in their career planning perceptions. It is observed that the fit index values obtained as a result of the established model are within the acceptable and perfect fit indices.

H3 Test: The path diagram of the SEM analysis of the model, in which a significant relationship between organizational politics and career planning, which is the third hypothesis of the research, was determined is displayed in Figure 8 and the analysis results are presented in Table 13.

Chi-Square=38.47, df=10, P-value=0.00003, RMSEA=0.084

Figure 8: Path Diagram of the Impact of Organizational Politics on Career Planning

The model result of the relationship between organizational politics and career planning is given in Table 13.

Table 13: SEM Results Regarding the Relationship Between Organizational Politics and Career Planning

Hypotheses	Ways	Standardized Parameter Estimates	t Values	Result
H3	(OP)→(CP)	-0.40	-7.67	Confirmed
**p<0,01				

Paying attention to Table 13, it is realized that the relationship between organizational politics and career planning, which is the third hypothesis of the research, was statistically significant, which means that there is a negative relationship between academicians' perceptions of organizational politics and career planning and a low (-0.40) decrease is expected in career planning as organizational politics increases. It is also realized that the fit index values obtained through the established model are within the acceptable and perfect fit indices.

H4 Test: The results of the analysis, confirming the mediating role of organizational belonging in the relationship between the dark triad personality

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traits and organizational politics, which is the fourth hypothesis of the present study, are illustrated below.

In structural models, the mediating role of a variable could be tested via different ways. The method used in the present study is comparing the regression coefficients between the variables, in which the mediating role of the variable is tested in three steps. In the first step, a and b regression coefficients revealed in the second model should be significant. In the second stage, whether the b' regression coefficient in the third model is significant or not is examined. In the last step, the direct relationship between the independent variable in the third model and the outcome variable must be less significant than the relationship which has been determined in the first model (Baron & Kenny, 1986). The 3-step model used to determine the mediation relationship is schematized in Figure 9.
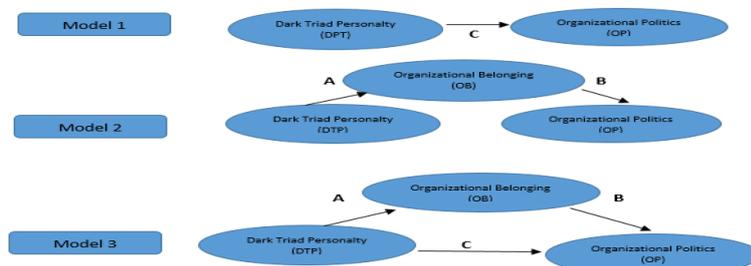

Figure 9: Models Established to Find the Mediating Role of Organizational Belonging in the Relationship between Dark Triad Personality Traits and Organizational Politics

When the first model, being the first step of the analysis to test the H4 hypothesis, and the model formed by the dark triad personality and organizational politics variable are tested, the relationships established between the dark triad personality and organizational politics (t=2.87, p<0.01) were observed to be statistically significant. Chi-square $\chi2= 31.67$ for the model; sd = 8, was significant at the p = 0.0000<0.01 level. Considering the ratio of chi-square value to degrees of freedom ($\chi2/sd = 3.958$), a value below 5 refers to an acceptable fit. When we pay attention to the goodness of fit indices of the structural model, we observe that they get the values as RMSEA = .086, RMR = .039, SRMR = .059, GFI = .97, AGFI = .93, CFI = .95, NFI= .94 and NNFI= .91, indicating that the structural model established has an acceptable fit.

When the second model, being the second step of the analysis, and the model formed by the dark triad personality and organizational politics and organizational belonging variable are tested, the relationships established

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between the dark triad personality and organizational belonging (t = -2.03, p<0.05) and the relationship between organizational belonging and organizational politics (t = -11.72, p<0.01) were found to be statistically significant. Chi-square of the model was observed to be significant at the level of χ2=262.31, sd=82, p=0.000. Taking the ratio of the chi-square value to the degrees of freedom into consideration (χ2/sd = 3.198), a value below 5 refers to an acceptable fit. When we consider the goodness of fit indices of the structural model, we observe that the values as RMSEA = .074, RMR = .056, SRMR = .061, GFI = .92, AGFI = .88 and CFI = .97 NFI= .96 and NNFI= .96 are obtained, revealing that the structural model established has acceptable fit.

When the third model, which is the last step of the analysis and the mediating role of organizational belonging in the relationship between dark triad personality andorganizational politics are tested, the relationship between dark triad personality and organizational belonging (t = -1.97, p<0.05), organizational belonging and organizational politics (t = -11.54). , p<0.01), dark triad personality and organizational politics (t = 2.58, p<0.01) were found to be statistically significant. Chi-square for the model was found to be significant at the level of χ2=259.57, sd=81, p=0.000. When the ratio of the chi-square value to the degrees of freedom is considered (χ2/sd = 3,204), a value below 5 presents an acceptable fit. Furthermore, when we take the goodness of fit indices of the structural model into account, we realize that values such as RMSEA = .074, RMR = .056, SRMR = .059, GFI = .92, AGFI = .88 and CFI = .97 NFI= .96 and NNFI= .96 are obtained, which indicates that the structural model established has acceptable fit. The data regarding the third model are presented in Figure 10.
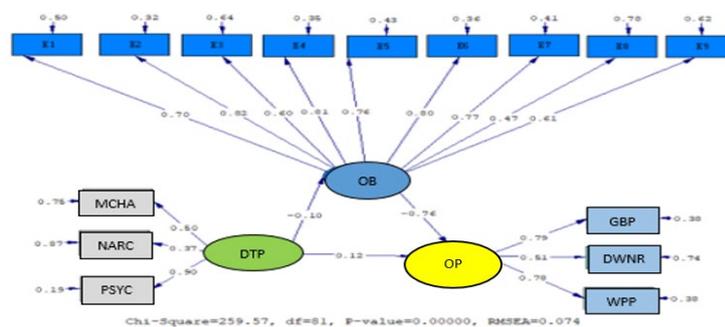

Figure 10: The Mediating Role of Organizational Belonging in the Relationship between the Dark Triad Personality and Organizational Politics

In determining whether the organizational belonging variable is a mediating variable or not, it is observed that the regression coefficients which are

calculated between organizational belonging and organizational politics (β=-0.76) and the regression coefficient calculated between dark triad personality and organizational belonging (β=-0.10) for Model III are statistically significant. When the regression coefficients for the model are paid attention, it is found that organizational belonging and organizational politics (β=-0.76) are still statistically significant. In the third stage, when we paid attention to the amount of change in the relationship between the independent variable determined for Model I and the outcome variable, we observed that the regression coefficient observed in the dark triad personality and organizational politics Model I was β = 0.19 whereas the same coefficient dropped to 0.12 in Model III. Bearing this in mind, it was found out that organizational belonging had a semi-mediation effect.

Table 14: Mediating Variable Significance Level

Relationship	Unmediated Direct Impact	Mediated Direct Impact	Indirect Impact	Result
DTP-OB- OP	0.21 (p<0.01)	0.11 (p<0.05)	0.0021 (Significant Semi-Mediation)	Confirmed

H5 Test: The data which determines the mediating role of organizational belonging in the relationship between the dark triad personality traits and career planning, which is the fifth hypothesis of the present study, are displayed below. To begin with, a three-step model was utilized so as to test the mediation effect. These models are presented in Figure 11.
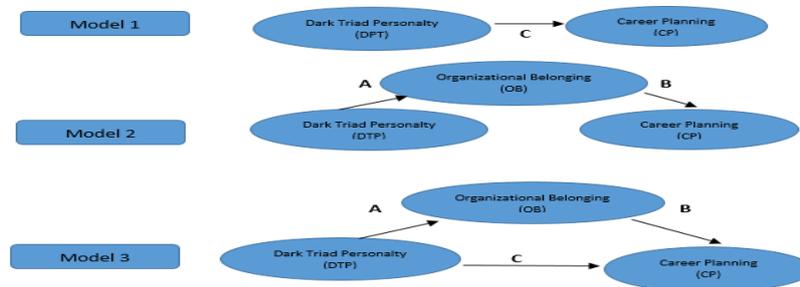

Figure 11: Models Established to Determine the Mediating Role of Organizational Belonging in the Relationship between Dark Triad Personality Traits and Career Planning

When the first model, which is the first step of the analysis to test the H5 hypothesis and the model formed by the variables of dark triad personality and career planning are tested, the relationships established between the dark triad personality and career planning (t= -2.15, p<.05) were found to be statistically significant. Chi-square $\chi2$= 36.18 for the model; sd = 12, was significant at the p = 0.0000<0.01 level. Considering the ratio of the chi-square value to the degrees of freedom ($\chi2$/sd = 3.015), a value below 5 points out an acceptable fit. Moreover, when we pay attention to the goodness of fit indices of the structural model, the values such as RMSEA = .071, RMR = .019, SRMR = .045, GFI = .97, AGFI = .94, CFI = .97, NFI= .96 and NNFI= .95 are obtained, which reveals that the structural model established had an acceptable fit.

When Model II, being the second step of the analysis, and the model formed by the variables of dark triad personality and career planning and organizational belonging were tested, the relationships formed between dark triad personality and organizational belonging (t = -2.31, p<.05), organizational belonging and career planning (t = 8.38, p). <.01) were found to be statistically significant. Chi-square $\chi2$=452.15, sd = 99, p = .000 were found to be significant for the model. When the ratio of the chi-square value to the degrees of freedom is considered ($\chi2$/sd = 4.567), the value below 5 reveals an acceptable fit. When the goodness of fit indices of the structural model are taken into account, it is observed that the values such as RMSEA = .084, RMR = .067, SRMR = .078, GFI = .88, AGFI = .83 and CFI = .95 NFI= .93 and NNFI= .93 are obtained, which shows that the structural model established had acceptable fit.

When the third model, the last step of the analysis, and the mediating role of organizational belonging in the relationship between the model and the dark triad personality and career planning were tested, the relationships between the dark triad personality and organizational belonging (t = -2.20, p<0.05), organizational belonging and career planning (t = 8.21, p<0.05), dark triad personality and career planning (t = -1.11, p>0.05) were not found to be statistically significant. Chi-square of the model was observed to be significant at the level of $\chi2$=442.11, sd=98, p=0.000. When the ratio of the chi-square value to the degrees of freedom is paid attention ($\chi2$/sd = 4,511), a value below 5 refers to an acceptable fit. When we examine the goodness of fit indices of the structural model, the values like RMSEA = .083, RMR = .067, SRMR = .078, GFI = .88, AGFI = .83 and CFI = .95, NFI= .93 and NNFI= .93 are obtained, which reveals that the structural model established had acceptable fit. The data regarding Model 3 are presented in Figure 12.
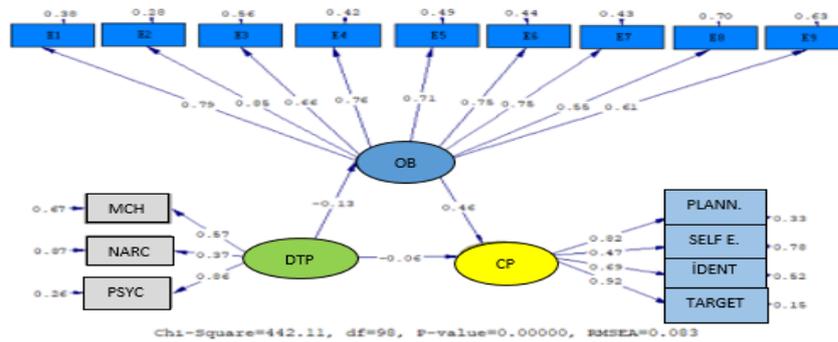
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Figure 12: The Mediating Role of Organizational Belonging in the Relationship between the Dark Triad Personality and Career Planning

In determining whether the organizational belonging variable is a mediating variable or not, the regression coefficients calculated between organizational belonging and career planning (β=0.46) and dark triad personality and organizational belonging (β=-0.13) calculated for Model II are observed to be significant. When the regression coefficients for the model are considered, it is realized that the relationship between organizational belonging and career planning (β=0.46) are still significant. In the third stage, when we paid attention to the amount of change in the relationship between the independent variable determined for Model I and the outcome variable, we found that the regression coefficient observed in the dark triad personality and organizational politics Model I was β= -0.13 whereas the same coefficient in Model III decreased to -0.06 and lost its significance. Therefore, organizational belonging was observed to have a full mediating effect in this model.

Table 15: Mediating Variable Significance Level

Relationship	Unmediated Direct Impact	Mediated Direct Impact	Indirect Impact	Result
DTP-OB- CP	-0.13 (p<0.05)	-0.06 (p>0.05)	0.0426 (Significant Full Mediator)	Confirmed

6. CONCLUSION

The present study was conducted with 402 academicians from different fields and with different titles working at Kafkas University. The scale averages of the participants for the concepts being subject to the research are as follows;

the general average of 18 items measuring dark triad personality traits is $\bar{X}$= 2.23. In accordance with the answers given to the statements, it was found that the Machiavellism levels of the participants were $\bar{X}$= 2.25, the Narcissism levels were $\bar{X}$= 2.81 and the Psychopathy levels were $\bar{X}$= 1.80. This finding indicates that the dark personality levels of the academicians who participated in the study are medium-low. On the other hand, the general average of 15 items measuring the perception of organizational politics is $\bar{X}$= 3.14. In line with the answers given to the statements, the general political behavior dimension, which is the sub-dimension of organizational politics, is $\bar{X}$=3.38, the dimension of doing what is necessary to advance is $\bar{X}$=2.90, the wage and promotion policies dimension is $\bar{X}$=3.18 while the participants' perceptions regarding organizational politics are medium. Therefore, it has been found out to be at a high level. Moreover, the general average of 19 items which measure individual career planning levels is $\bar{X}$=4.10. It has been observed that the dimension of creating a plan, being one of the sub-dimensions of career planning, is high with $\bar{X}$=4.04, the dimension of self-evaluation is $\bar{X}$=4.37, the dimension of defining opportunities is $\bar{X}$=3.75, while the dimension of goal setting is $\bar{X}$=4.05. It was also observed that the general average of the one-dimensional scale with nine items which measures the organizational belonging levels of the participants was at medium-high level with a ratio of $\bar{X}$=3.40.

Within the scope of the present study, five hypotheses were formed. As a result of the analyses conducted in order to test the first hypothesis, the effect of dark triad personality traits on organizational politics was found to be statistically positive and significant, which indicates that when there is a one-unit increase in the dark triad personality traits of the academicians participating in the research, there will be in turn an increase of 0.19 in the perception levels of organizational politics. This result suggests that the dark personality of individuals is one of the reasons for their political perception of the organization in which they exist. In accordance with the findings, it can be stated that the academicians with dark personalities may act with a self-interest-oriented consciousness within the organization in accordance with their personal goals and aims.

The effect of the dark triad personality traits on career planning, which is the second hypothesis of the present study, was found to be statistically negative, which suggests that a one-unit increase in the dark triad personality traits of academicians will result in a 0.13 decrease in their individual career planning. This result can offer that individuals with dark personality traits exhibit behaviors in accordance with the time frame they are in and the opportunities they possess rather than making plans for the future. In this respect, it can be stated that

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academicians with dark triad personality traits focus upon the elements of others (competitor, colleague, reference, etc.) and draw a career path based on these elements instead of their personal abilities and skills.

The relationship between organizational politics and career planning, which is the third hypothesis of the study, was found to be statistically significant, which indicates that there is a negative significant relationship between academicians' perceptions of organizational politics and career planning. In this regard, a one-unit increase in organizational politics is expected to result in a -0.40 decrease in career planning. This result suggests that academicians move away from making individual career plans as the perception of organizational politics, namely conscious interest-oriented behavior, increases, which can result from the fact that the employee, who observes that organizational benefits can be obtained by resorting to unethical ways, directs his/her attention to organizational politics, which is an easier way instead of using his/her personal abilities and skills, or he/she despairs by seeing the available political practices and loses his/her career motivation.

A three-stage modeling was performed in order to examine whether organizational belonging has a significant effect on the relationship between the dark triad personality traits and organizational politics, which is the fourth hypothesis of the study. The findings reveal that there is a positive and significant relationship between the dark triad personality traits and the level of organizational politics, a negative significant relationship between organizational belonging and organizational politics, and a negative significant relationship between dark personality and organizational belonging. A semi-mediation effect between its characteristics and organizational politics has been determined. On the other hand, it has been realized that the mediating effect of belonging does not eliminate the relationship value even though it decreases the value. Hence, it can be suggested that academicians with dark triad personality traits may define the organization politically or take political actions when they feel necessary even if their level of belonging to the organization is high.

With the aim of understanding whether organizational belonging has a significant impact on the relationship between the dark triad personality traits and career planning, which is the fifth and final hypothesis of the study, a three-stage modeling was made as in the fourth hypothesis. The findings showed that there was a negative significant relationship between dark triad personality traits and organizational belonging, a positive significant relationship between organizational belonging and career planning, a negative significant relationship between dark personality and career planning, and organizational belonging was a full mediator in this model. The mediating effect of belonging, on the other

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hand, was not observed to eliminate the existing relationship value although it decreased that value. Accordingly, it can be claimed that it is possible for the academicians with dark triad personality traits to define the organization politically or take political actions when they feel necessary even if their level of belonging to the organization is high.

To conclude, organizational rules and norms are of great significance in terms of healthy functioning of the organization. In case of the lack of defined rules and the flexibility of these rules, if any, the existence of different applications changing from person to person, the lack of clarity and certainty of these rules can pave the way for negative organizational consequences. In such cases, employees can not only make this situation a political perception material but also lose their respect and belonging to the organization and exhibit undesirable behaviors in the organizational sense by using these gaps in the rules when necessary. Bearing all these in mind, it is suggested in the direction of research data that a norm structuring which is created by the management and the operation of which is free of negative situations mentioned above should be formed and practiced by organizations.

7. CONFLICT OF INTEREST STATEMENT
There is no conflict of interest between the authors.

8. FINANCIAL SUPPORT
No funding or support was used in this study.

9. AUTHOR CONTRIBUTIONS
OO, EK: Idea
OO: Design
APPENDIX: Supervision
OO: Collecting and processing resources
OO: Analysis and interpretation
OO: Literature review
OO: Writer
APPENDIX: Critical review

10. ETHICS COMMITTEE STATEMENT AND INTELLECTUAL PROPERTY COPYRIGHTS
While conducting the present study, all the rules within the scope of "Higher Education Institutions Scientific Research and Publication Ethics Directive" were obeyed and none of the "Actions Contrary to Scientific Research

and Publication Ethics" were performed. Ethics committee principles were paid great attention in the study and necessary permissions were taken in accordance with the principles of intellectual property and copyright.

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