

**Other Side of Dark Triad: Use of Impression
Management Strategies and Feasible Situations for
Work Outcomes**



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**OTHER SIDE OF DARK TRIAD: USE OF
IMPRESSION MANAGEMENT STRATEGIES
AND FEASIBLE SITUATIONS FOR WORK
OUTCOMES**

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“In the Name of ALLAH, The most Merciful and Beneficent”

DEDICATION

“This thesis is dedicated to my beloved Parents, Sisters and my beloved Husband for their inspirational, limitless and underlying love that made me to be the great person. Their prayers and support blessed me to excel in life”

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APPRECIATION AND GRATITUDE

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The thesis entitled “**Other Side of Dark Triad: Use of Impression Management Strategies and Feasible Situations for Work Outcomes**” submitted by **Ms. Hafsah Zahur (38-FMS/PHDMGT/SUM11)** in partial fulfillment of Doctor of Philosophy in Management Sciences with specialization in Management has been completed under my guidance and supervision. After receiving two reports from foreign evaluators, required changes have been incorporated. The suggestions advised by the external and internal examiners have been incorporated. I am satisfied with the quality of student’s research work and allow her to submit this thesis for further process as per IIU rules & regulations.

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ABSTRACT

The aim of this study is to test the Trait activation theory by providing the interpretive situational context (i.e. Job autonomy and Role ambiguity) for individuals having dark triad traits (Machiavellianism, Narcissism, and Psychopathy), such interpretive situations provides opportunity for dark triad dispositional tendency to present their positive self-impression for making their strivings meaningful. For this purpose, moderated-mediation model is proposed to explain the underlying perspective that the situation and trait association exists when situational cues permit for the activation of such traits. It is proposed that Impression Management strategy mediates the direct link between Dark Triad and outcomes (Career Success, Job Performance and Bullying Behavior). The conditional indirect impact of Dark Triad on outcomes (Career Success, Job Performance and Bullying Behavior) through IM across different levels of situational cues i.e. Job Autonomy and Role Ambiguity is also proposed. The theoretical model is based on the person-situation interactionist approach, in which dark triad and job-focused situational triggers act jointly to encourage the positive impression management propensity of these traits for shaping up the self-beneficial outcomes.

This study integrates the three theoretical perspectives which includes Dark Personality Theory, Job Characteristics and Impression Management Strategy under the umbrella of Trait Activation Theory.

The basic idea of the proposed framework is that the underlying process of impression management reflects the optimistic and bright side of dark triad with respect to their inclination of being carrying the positive self-impression for achieving constructive outcomes. The moderating role of job centred situational cues are projected to understand the intermediate mechanism of positive self-impression management taxonomies between dark triad and outcomes.

The time-lagged research design was used for the proposed model to test the chronological effects of constructs at time 1, time 2 and time 3. 420 sample size was finalized after matching the responses with peer reports for job performance and bullying behaviour. Data was collected from service sector organizations located in the twin cities (Islamabad and Rawalpindi) of Pakistan.

Data was collected through survey method by adapting the scales. Validity and reliability of scale was established through Confirmatory Factor Analysis, Factor Loadings, Cronbach Alpha and Average Variance Extracted. PROCESS technique of Hayes, (2013) was used to test the proposed moderated-mediation model. For testing the direct, indirect and conditional indirect hypothesis, appropriate regression model numbers were applied.

All the findings of direct effects are proved significant except narcissism and objective career success. In the mediation analysis, all the indirect effects are significant for subjective career success, bullying behaviour and job performance except for objective career success.

A good empirical support is achieved for the bootstrap conditional indirect effects of Job Autonomy and Role Ambiguity. For career success, conditional indirect effects are significant via IM (for low and high conditions of job autonomy). For job performance, conditional indirect effects are significant through IM (for low and high conditions of job autonomy). For bullying behaviour, conditional indirect effects of dark triad via IM are significant at low and high conditions of job autonomy. The conditional indirect effects of dark triad (Machiavellianism, Narcissism and Psychopath) on career success through IM are proved significant for high and low role ambiguity. For bullying behaviour, the conditional indirect impact of dark triad through IM are significant at high and low values of role ambiguity. The conditional indirect effects of narcissism and psychopath on job performance through IM are proved significant at high and low bootstrap values of role ambiguity. The conditional indirect impact of Machiavellianism on job performance via IM does not prove significant at high and low bootstrap intervals of role ambiguity.

At the end theoretical, managerial and contextual implications of the study are given. The limitations and future research directions are also enlisted.

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LIST OF ABBREVIATIONS

TAT	Trait Activation Theory
Mach	Machiavellianism
Narc	Narcissism
Psy	Psychopath
IM	Impression Management
JA	Job Autonomy
RA	Role Ambiguity
CSS	Career Success Subjective
CSO	Career Success Objective
CFA	Confirmatory Factor Analysis
AVE	Average Variance Extracted
CR	Composite Reliability
MSV	Maximum Shared Variance

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CHAPTER 1

INTRODUCTION

1.1 Background of the Study

Due to the rise of public outrages in this century, there has been growing attention within the organizational disciplines towards the negative features of organizational life cycle. These areas are often delineated by the evocated adjectives applied to them such as divergent, toxic and aberrant. Organizational intellectuals have shown an increased curiosity in the dark side of work practices (Spurk, Keller, and Hirschi, 2016). Subsequently there has been an upsurging interest among organizational researchers in the dark side of personality, even though ordinary personality characteristics can be good predictors of workplace outcomes, particularly job performance aspect (Barrick and Mount, 1991), but the existing research may be constrained by over-relying on the ascendant paradigm of immensely vast five-factor model in trait psychology. Many scholars have argued that individual differences, such as self-interests, intentions, and goals are not that easily considered by the five factors (James and LeBreton, 2010; Roberts, Harms, Smith, Wood & Webb, 2006a); subsequently there have been an increasing number of requests for research in the organizational life that outdo the five factors of personality (e.g. Judge, Piccolo and Kosalka, 2009). The most important research domain is to understand the relevancy of

dark personality with brighter/thriving outcomes at work (Spain, Harms, & LeBreton, 2013).

According to Tett and Burnett (2003) traits are observed in the light of what we see people do. Their theoretical view suggests that personality serves as an underlying perspective that is present within an individual till it is triggered and becomes apparent in the behavioral display (such as impression management) of traits. Situation and trait significance exist when situational cues permit for the manifestation of particular personality traits. It is very essential to understand the sound effects of personality within organizations. The expression of one's individual trait over another, through behavioral manifestation, must be measured in the light of certain situational contexts. By achieving such a result may allow the organizations to recognize the importance of situational indicators/mechanisms that initiate the trait pertinent behavioural impressions for predicting constructive outcomes (Mischel and Shoda, 1995) (such as performance, career success, and bullying behavior).

Trait related cues can be derived from social, job and organizational levels. The focus of this study is on job-based cues. Job-based cues arise from day to day job relevant responsibilities and procedures that define a particular job, such as responsibility and independence to accomplish certain tasks (i.e. job autonomy and role ambiguity in this study). Job-based appropriate context fulfils the anticipations and wishes of superiors, subordinates, and peers in relation to an individual's way of communication, determination and socially approved strategic behaviors (Tett and Burnett, 2003). Other social indicators such as the need for social interaction and

desirability (that can be achieved through soft impression management tactics) are also recommended by Sherman, Rauthmann, Brown, Serfass, and Jones (2015).

Based on the above-mentioned arguments it should be kept in mind that there is a difference between dark personality leading to dark behavior (e.g. bullying or aggressiveness) and the use of opportunistic socially acceptable behavior by dark personalities through positive self-presentational strategies for achieving the self-focused goals and appropriate behavior. The focus of contemporary research has turned to the adaptive side by revealing the contexts and trait imbedded strategies through which dark triad have proved to be beneficial (Hogan & Hogan, 2001). According to Furnham (2010) dark personality traits, when pooled with other factors (such as intellect, attraction, and likability), often help an individual to achieve successful consequences. This study concentrates on the adaptive side of dark triad by uncovering the trait relevant situational cues that includes the autonomy and role ambiguity, which may prove them advantageous for achieving thriving outcomes by demonstrating the positive impression management strategies (ingratiation, exemplification, and self-promotion).

According to Hogan (2007), dark traits of Narcissism, Machiavellianism and Psychopathy help people to “get ahead of” others in the workplace. Recent research is now focused on “successful” dark personalities which include Narcissism, Machiavellianism and Psychopath, as they may flourish in relevant “job related” situations (Babiak and Hare, 2006; Chatterjee and Hambrick, 2007; Furnham, 2010) that provides them the encouragement for appropriate self-presentation (i.e. impression management in this case). Individuals possessing dark personality are self-interested

that is why they engage in impression management (IM) with others (Becker & O' Hair, 2007) for achieving their goals. It is presumed that dark personalities in the workplace are eager to create positive impressions for the attainment of desired outcomes such as successful career, job performance and avoid the disruptive behavior (that is bullying).

The concept of trait activation has been existed for quite long (e.g. Allport, 1937; Murray, 1938), but the logical consideration of its role in the behavioral study has been missing. Trait activation theory is important to understand the complexities regarding dark triad personality at work which involves the situational context discussion. Finally, the theory serves as a basis for integrating past research on the interaction of personality and trait activation cues, it also encourages the chronological investigation of different types of situational mechanisms and its predictive validity on behavioral focused strategies (such as impression management) (Tett, Simonet, Walser and Brown, 2013).

The theory of Trait activation reinforces the trait-situation relationship by stressing that *the accurate/relevant behavioral manifestation of a trait requires stimulation of such trait propensities by trait-related situational indicators at job level* (Tett & Guterman, 2000; Lilienfeld, Watts, and Smith, 2015). Allport (1966) considered traits for suggesting the wide range of behavioral possibilities related to the trait predispositions that can be activated with the appropriate situational context. Bem and Funder (1978) explains that the appropriate behavioral prediction (that is IM) develops when individuals are in line with the "personality of the situation". Therefore, it is suggested that situational effects that are job-centred may trigger the individual

variances not only in their personality but also in their behavioral appropriateness as well (that is dark triad inclination towards positive self- impression management) (Castille, Buckner and Thoroughgood, 2018).

Social scientists have argued that the way personalities behave is a dual function of individual transformations (e.g. interests, intelligence, and likability) and situational appearances (Blickle, Schutte, and Genau, 2018). Even though there is no factual consent exists regarding the structure and nature of situations, which needs considerable attention in dark personality research by uncovering the situational cues to validate the trait activation theory (Funder, 2006; Johns, 2006).

Snyder and Ickes (1985: 904) went far away to debate that situational cues should be seen as "the most important situational moderating variable". It can be implicit or explicit cues (such as role ambiguity and job autonomy), provided to the individuals for practicing the various forms of desirable behavior (such as behavioral based strategies of impression management) (Meyer, Dalal, & Hermida, 2010), situational cues (that are job based in this study) have been played the role of moderation in several relationships that are specifically important to organizational scientists (Meyer, Dalal, & Bonaccio, 2009; Cleveland, & Murphy, 2001; Barrick & Mount, 1993; Hao, Yang, and Shi, 2019).

There is a lack of well-developed theoretical frameworks on dark personality (Narcissism, Machiavellianism and Psychopathy) to guide the research and practice that how the dark personalities can make themselves presentable in the workplace (Ingold, Kleinmann, Konig, and Melchers, 2015) and how specific situations may help

the dark personality characteristics to carry out the self-presentation strategically for achieving prosperous outcomes. The literature of dark personality and its effective role in managing impressions for achieving thriving outcomes is ill-defined and not much acknowledged (Schlenker, 1980).

Evolutionary analysis of the function of personality advocate that traits appeared in the “social landscape to which humans have had to adapt” (Buss, 1991, pg.471) and they offer the means through which individuals achieve status and secure their place within the organization. Mostly individuals solve status problems through pro-social means such as struggling to be conscientious (Jonason and Webster, 2010) in presenting themselves.

Dark triad is a second-order construct that is repeatedly referred to and composed of three dark traits which include Machiavellianism, Narcissism and Psychopathy (Jonason & Webster, 2010). Narcissism is described as a magnificent, yet a delicate sense of self, their obsession with success, a demand for appreciation and their involvement in self-enhancement behaviors (Ames, Rose, and Anderson, 2006). The psychopath is fashioned by impulsivity, low identification, and concern, lack of regret or remorse and a faith in the superiority of oneself (O' Boyle, Forsyth, Banks & McDaniel, 2012). Individuals high in Machiavellianism are characterized by the willingness to deploy and exploit others (Spain et al., 2014). Two primary values are being followed by the machiavellianistic individuals: the faith in the usefulness of manipulative strategies while dealing with others and a moral stance that puts practicality above principal (O'Boyle et al., 2012).

According to Goffman (1978), self-presentation is influential in the construction of social reality. Individuals endeavour to control the impressions others form of them by the process of impression management. The main objective of an individual personality indulging in impression management is generally to have others form a positive image of him/her. By creating positive impressions, the dark personalities may control the actions of others towards them in a favourable direction. For example, the supervisor who possesses the characteristics of dark traits (such as Narcissism, Machiavellianism and Psychopathy) is able to create the favourable impression which may help him/her to induce subordinates to work dedicatedly than the one who is indulged in bullying subordinates.

Trait activation theory has been proposed to elucidate the combined effects of personality and job-related factors to predict strategic behavior (such as impression management) (Kamdar & Van Dyne, 2007; Lievens, Chasteen, Day & Christiansen, 2006). Theory advocates that individuals have exclusive behavioral profiles but exhibit certain traits only when opportunistic condition indicates that it is suitable to do so (Tett & Guterman, 2000). In line with the above notion, this study reasons that dark triad possesses unique temperamental propensities but exhibit the positive self-impressions when job-focused suitable context provides them the opportunity to do accordingly for achieving better performance and career success.

Impression management is considered as the reliable and goal-directed behavioral strategy that individuals are involved in to positively influence the impressions others have about them in social interactions (Bolino, Long, and Turnley, 2016; Peck and Hogue, 2018). Employees who practice impression management try to

control that how others perceive them (Rosenfeld, Giacalone & Riordan, 1995; Schlenker, 1980; Crawford, Kacmar, and Harris, 2018). Jones and Pittman (1982) identified soft forms of impression management which include self-promotion, ingratiation, and exemplification. Successful exemplification and self-promotion impression tactics convince the peers and superiors that the incumbent (possessing dark traits) is hard working and productive (Zivnuska et al., 2004). Such self-focused impressions may help the incumbents acquiring the traits of narcissism, Machiavellianism, and psychopath to achieve greater career success and high job performance (Grosser, Obstfeld, Choi, Woehler, Lopez-Kidwell, Labianca, and Borgatti, 2018). In contrast, ingratiation impression strategy inspires the liking of the supervisor and subordinates for the dark triad, it may involve doing favours and giving flattery or praise to others (Schlenker, 1980; Bourdage, Wiltshire, and Lee, 2015). This kind of other-focused impression management strategy may help the dark triad to have a negative relationship with their propensity to bully others.

A person with Machiavellian tendencies (a propensity to manipulate others) is likely to perceive the right impressions as essential for attaining goals. Similarly, Narcissists' inflated view of self creates an aspiration to promote their selves and indulge in attention-seeking behaviors (O'Boyle, Forsyth, Banks and McDaniel, 2012; Bourdage, Wiltshire, and Lee, 2015). Such a desire can be fulfilled by creating positive impressions of self-promotion, exemplification, and ingratiation instead of using aggressive impressions to influence peers (Jonason and Webster, 2010; Bande, Jaramillo, Fernandez-Ferrin, and Varela, 2019). Psychopaths possessing attributes of manipulateness, exploitativeness, egocentricity, charismatic, focused and lack of empathy are alleged to create positive impressions for attaining the upward career

mobility, job performance and adaptive workplace behaviors. IM strategy of ingratiation may help the psychopaths to overcome the maladaptive workplace behaviors (such as bullying). The psychopath is theorized as a crossbreed state encompassing a combination of traits such as courage, boldness, grandiosity and attraction/charm that may incline to adaptive behaviors (i.e. their negative relation with bullying) depending on the situational and self-presentation mechanisms (Hall and Benning, 2006). In line with the above argument, the dark triad components will harvest thriving outcomes in the presence of their positive influence on others by enhancing their self-image (through soft impression management strategies).

Machiavellianism personality is conscious of their own goals by every possible means while keeping in mind the profit and loss account. They treat their partners as an instrument. Their prime importance is career satisfaction and career status (which are attributes of career success) (Stewart and Stewart, 2006). Narcissists appear egocentric and may indulge in antisocial behaviors to safeguard their brittle self-esteem (Washburn, McMahon, King, Reinecke and Silver, 2004). Their threatened egoism explains their indulgence in bullying against others (Baughman, Dearing, Giammarco and Vernon, 2012). According to Kerig and Stellwagen (2010), psychopaths are impulsive, grandiose and their unemotional characteristics reflect personal coldness such as lack of empathy which leads them to bully others. The positive effects of the dark triad on bullying can be diminished by conveying the positive impressions of being friendly, hardworking and model employee (i.e. ingratiation, self-promotion, and exemplification impression strategies). Positive impressions may help the machiavellianism to achieve their objectives (such as career status and high performance) and protect the narcissists and psychopath fragile self-esteem, egoism,

and superiority (Peck and Hogue, 2018) which will reduce their inclination towards bullying others, as harm to their above-mentioned daring attributes tempt dark personalities to bully others.

The trait activation theory (TAT) is mainly quite on the effect of situational cues (i.e. job autonomy and role ambiguity) surrounding the dark triad, which may possibly moderate the mediated effects of Dark Triad and outcomes through IM which will enhance the predictive strength of the theory. It has been emphasized that personality traits are obliged to trait pertinent situations for their expressions (Tett & Burnett, 2003) and is attached to Murray's (1938) idea of "situational press". From this point of view, dark triad traits are seen as underlying capabilities residing in a person that can be activated into actions with the help of situational cues that are related to the characteristics of that trait. Tett & Guterman (2000) empirical analysis showed that the relationship between dark triad traits and trait-relevant behavioral intents (for this study behavior is referred to impression management) were stronger in situations (of high job autonomy and role ambiguity) that provides relevant cues for such personality traits than in conditions/situations with fewer appropriate clues.

Individual propensities consciously manage the impressions they want to express to others. Incumbents act in a socially acceptable manner to establish identities that they desire to convey, which can positively influence personal gains. Interestingly it is suggested that personalities (such as Dark Triad) amend the image they choose to present by practicing the influence strategies (i.e. IM), based on the interpersonal stimulus they are working in and the outcomes they expect to achieve such as job

performance, career satisfaction and occupational status (Higgins, Judge, and Ferris, 2003; Ingold, Kleinmann, Konig, and Melchers, 2015).

Job autonomy refers to the degree of freedom employees have in making job-based decisions, such as what tasks are priority based which needs to perform, how the job/task is to be completed and how the work-related expectations are to be handled (Hackman & Oldham, 1975). Jobs categorized by greater self-sufficiency allow individual traits to drive individual behaviors (such as impression management) by creating fewer constraints on employee behavior (Mischel's, 1977). Consistent with trait activation theory, it is likely that the more decision-making freedom in autonomous jobs offers ample opportunities for individuals (such as Narcissists, Machiavellianistic and Psychopath) to communicate and inspire others and take control (Parker, Williams & Turner, 2006) with the help of managing their positive self-impressions. According to Costa and McCrae (1992) personalities who possess high facet of achievement striving and have high aspirations to work in their full potential for achieving their goals. In other words, achievement striving is the characteristic of the dark triad and such individuals tend to be self-focused (Hamel & Pincus, 2002). On the basis of above arguments, if the situational cues provide autonomous work conditions to dark triad they will be more inclined to influence others by revealing their positive self-image (through impression management behavior) that ultimately lead to high job performance, career success and diminished the level of their bullying behaviour.

Role ambiguity is defined as an observed lack of job-relevant information (Breugh & Colihan, 1994; Rizzo, House and Lirtzman, 1970). Job relevant information includes authority, performance anticipations, accountabilities, and job

duties. When roles are not sternly designed then there is considerable room for employees to develop different interpretations of their job. This will be a weak situation having less situational control on the incumbent and he/she may have a high degree of freedom about how to do the job. This empowers the dark triad (Narcissism, Machiavellianism, and Psychopathy) to incorporate more job aspects into their roles (Morgeson, Delaney-Klinger, and Hemingway, 2005) according to their traits such as power, self-serving, entitlement and manipulateness. High degree of freedom of choice for setting broader roles provides more opportunistic prospects for the dark triad to display the impression management behavior, exclusively when it comes to mending their dark image into a positive one. Dark personality individuals are greatly enthused to boost their self-image by defining their work roles broader than others in the work situations that are role ambiguous.

There are theoretical arguments (e.g. O'Boyle, Forsyth, Banks and McDaniel, 2012; Glenn, Kurzban and Raine, 2011) that there may be adaptive aspects of the dark personality. Extensive research is required to investigate the bright and thriving side of dark triad. The concern of Impression management is with the individual behaviors that are directed toward others to form and retain preferred perceptions of themselves. (Schneider, 1981; Bolino, Long, and Turnley, 2016; Peck and Hogue, 2018). It is essential to explore the importance of soft impression management strategies for the dark triad to achieve career success, high job performance and to reduce their indulgence in bullying behavior towards others. Numerous practitioner-oriented books recognize the practical importance of impression management (Korda, 1977). The impressive behavioral management of the personality (i.e. dark triad vs impression

management) combined with situational cues (such as job autonomy and role ambiguity) serve as stimuli for brighter consequences.

Dark personality and its influence on the work is now entering into the mainstream of organizational investigation (Spain, Harms and LeBreton, 2014; Guenole, 2014; Berezkei and Czibor, 2018). Extensive theoretical perspectives are required to enrich the practicalities of dark personality in the working context (Wood, Lowman, Harms, and Spain, 2019). This research aims to explore the useful side of the dark triad in the workplace context which is somewhat still an ill-defined area in literature, especially when it comes to managing the soft/positive impressions in the presence of trait-applicable situational cues for achieving flourishing consequences.

1.2 Gap Analysis and Rationale of the Study

As per the Harms and Spain, (2015) work in the zone of dark personality is a long way from complete. Exploration of the dark personality theme with regard to the work based situational context (i.e. work autonomy and ambiguous work roles) is still moderately new to some degree and not well documented/characterized. Prominently, dark traits are distinguished from clinical psychology in such a way that they do not reflect an incompetency to function in day to day/routine life (Hogan & Hogan, 2001; Wiens and Walker, 2019). In fact, it is important that such dark traits use their manipulative skills by exhibiting the positive impression management behaviour for effective functioning at the workplace (Jones and Paulhus, 2014; Benson and Campbell, 2007; Grijalva, Harms, Newman, Gaddis, and Fraley, 2015; Harms, Spain, and Hannah, 2011).

It has been suggested by the emergent evidence that the impact of personality becomes far more complex phenomena than it was observed previously. For example, the bright traits such as conscientious, may lead to harmful outcomes in certain situations (e.g. Carter, Guan, Maples, Williamson, & Miller, 2016; Judge & LePine, 2007), on the other hand, dark traits like narcissism may be advantageous in certain situations by expediting their benefits through the demonstration of adaptive behaviors (Castille, Buckner, & Thoroughgood, 2016; Petrenko, Aime, Ridge, & Hill, 2016). It is astonishing that most of the personality research has investigated the effects of personality temperaments and forms of job characteristics on employee behavior and career-related motivation separately or has given hasty treatment to one or the other concept. Subsequently, there are limited research findings concerning the systematic investigation of the multiplicative effects of Dark Triad and job-focused characteristics. The role of autonomous and role ambiguous situational context in the association between dark personalities and impression focused behavioural strategies is still a grey area for exploration (Barrick et al., 2013; Rehman and Shahnawaz, 2018).

According to Smith et al., (2018) personality relationships are far more complicated than suggested earlier. So, it is recommended that scholars should move away from simple personality associations and try to shape up the intentions and mechanisms for driving such relationships. Till now, not much attention has been paid to interactions among dark personality traits and functional outcomes. Interactions can pose very thought-provoking associations among dark triad and functional outcomes for an organization (Kaiser, LeBreton and Hogan, 2015; Petrenko et al., 2016). Previous personality literature has reported very weak and inconstant interpretations of career success. In contemporary research it is suitable for exploring the situational moderated

mediating mechanisms of personality and career success relationships. Another worth mentioning feature of personality literature is the negligence of behavioral mediators between personality (such as dark triad in this study) and career success (Heslin et al., 2018).

Recent research has mostly focused on the negative outcomes of a dark personality. Even though the primary efforts have been made in previous years to discover the psychological reinforcements of the dark triad (Paulhus and Williams, 2002), dark personality research has failed to report the role of situational triggers in stimulating the positive impression management (IM) expressions of dark triad personality. Till now the dark triad has entirely been conceptualized and examined in its trait-like profile, overlooking the evidence for the flexibility and variation of personality states, and the personality expression in a specific situational moment (Fleeson, 2001). Due to the dominant view of the dark triad as unchanging traits, investigation of situational cues to channelize the dark triad behavior is still deficient (Nubold et al., 2017). Recent research on dark personality has mainly focused on broad generic descriptions such as hereditary behavior (e.g. Vernon et al., 2008), neurobiological (Jonason and Jackson, 2016) and motivational (Jonason and Ferrell, 2016; Harms et al., 2014).

Trait activation theory is the most widespread theory applied in personality research; it explains that how dark traits affect the important outcomes in the world of work. Dark personality in the workplace can best be understood by extending the trait activation theory in management setting (Smith et al., 2018). Although the mindset regarding situations has started to take its concrete shape (Funder, 2016). An inclusive

categorization of situational factors for particular personality traits which includes dark triad has yet to be verified (Nubold et al., 2017).

The constant issue which has been observed with the personality research in the organizational literature is the absence of theoretical models to aid the research and practice by investigating the situational cues which are applicable to the dark triad characteristics (Harms and Spain, 2015; Jayawickreme, Zachry, and Fleeson, 2019) and their interactive effects on the positive impression management pretence of dark triad. The work of Robert and Hogan (2001) is helpful in this regard. They propose that dark characteristics exist and persist because of their functionality in a certain context. For example, the ability of an individual to think outside the box is essential for individual outlooks. The idea that situations affect the activation of individual differences is not new. Theorists have long acknowledged the importance of situational attributes and personality as predictors of impression management behavior (Allport, 1937; McClelland, Atkinson, Clark, and Lowell, 1953; Bourdage, Wiltshire and Lee, 2015). The central question underlying the present study is that "What role do job relevant situational context plays in activating the bright/positive side of dark propensities in attaining positive impression management behavior for achieving functional work outcomes i.e. career success, job performance, and non-deviant actions, non-deviant actions refers to refrain from bullying others".

Most of the research on dark personality has been limited to a few topics and settings. Dark personality needs to be studied more in reference to bright and thriving outcomes by paying the special attention to job and behavioral-based boundary conditions. For instance, the popular research coverage of dark personality suggests

that there may be some positive aspects of having incumbents who possess dark traits (Dutton, 2012; Koehn, Okan, & Jonason, 2019), but Hogan and Hogan (2001) suspect that the long-term problems associated with dark personality make that unlikely. Mostly dark triad traits have both a brighter and darker side and there must be a situational mechanism that might activate the useful and self-impressive side of dark traits (Spain, Harms & Lebreton, 2014, Tetreault & Hoff, 2019) which might achieve them high career success and job performance and prevent them from initiating antisocial behaviours. The focus of this study is on the perpetrator's perspective as most of the bullying behaviour research is on the victims by neglecting the perpetrators of such negative act. This study fills the gap in the bullying literature by discovering the personality characteristics (i.e. dark triad) of the perpetrators of bullying and the intervention strategies such as impression management to control their propensity to bully, which is also recommended by the Salin et al., (2019).

Job performance of dark triad (Narcissism, Machiavellianism, and Psychopathy) is another area that is still a worthwhile target. It seems that dark personality can substantially improve the performance expectation (Harms, Spain, Hannah, Hogan and Foster, 2011b), but the organizational research is neglecting the positive discretionary behaviors (such as impression management) from personality perspective in predicting their job performance, career success and propensity to bully others (Elliot, Aldhobaiban, Murayama, Kobeisy, Goclowska, and Khyat, 2018).

Past research has focused on identifying the negative consequences of the dark triad at work (Jonason, Slomski, & Partyka, 2012; Spain et al., 2014). However, as Judge and LePine (2007) and Koehn, Okan, & Jonason (2019) has stated that there

might also exist positive and thriving consequences of dark traits at the workplace which should be investigated in different contexts. Very few studies explored the relationship of the three antecedents of dark triad (Machiavellianism, Narcissism, and Psychopath) with career success (i.e. objective and subjective career success; e.g. Dahling, Whitaker, & Levy, 2009). This study aims to systematically analyze whether the Dark Triad traits exert differential and incremental effects on career success.

Haphazardly trying to predict only negative consequences of dark personality tends to lead to misperceptions that particular dark traits are less impactful on positive consequences than they really are. Individuals possessing dark traits should adept positive self-concept (i.e. impression management) (Harms and Spain, 2015). The aim of this study is to fill the gap by addressing the functional attributes of dark triad activated by the trait relevant social cues of successful management of self-presentation (i.e. impression management strategies) which will lead to functional consequences. If dark triad is provided with the trait relevant situational cues (i.e. job autonomy and role ambiguity) then impression management will be more prevalent in dark triad for achieving status (objective career success), career satisfaction (subjective career success), job performance and diminish their bullying behaviour towards others.

Dark personality represents the fascinating and exciting aspects of day to day functioning so there is a need to develop an understanding of dark personalities achieving successful and non-deviant outcomes in the presence of job autonomy, role ambiguity, and display of impression management tactics. This study aims to expand and validate the trait activation theory with respect to individual differences within the job environment leading towards the trait-relevant display of impression management

strategies, the emphasis is on an interactive situational context of role flexibility (role ambiguity) and autonomy to investigate the relationship between dark triad and non-coercive impression management tactics as per recommended by Rehman and Shahnawaz (2018).

1.3 Problem Statement

Due to the rise of public scandals during the century, organizational sciences have been paying special attention to the negative traits of organizational life. Organizational researchers have shown a great deal of interest in the dark side of work experiences particularly the dark side of personality. Individual differences such as interests and intentions cannot be considered by the five factors of personality, even though the normal personalities are generally worthy predictors of workplace outcomes.

Dark personalities have been caught up in high-profile scandals, such as those at Enron and MCI WorldCom. These scandals suggest that dark triad personalities hold strong intentions to engage in opportunistic behavior intended to benefit their own self-serving goals. They pursue their own selfish interests at the expense of others. There is an intense need to positively channelize the opportunistic and self-serving attributes of dark triad.

Dark triad is composed of Narcissism, Machiavellianism and Psychopathy traits. A popular manuscript "Snakes in Suits: When psychopaths go to work", making

the notion of a certain prevalence of "darkness" in management positions. A psychopath might be a double-edged sword, with some characteristics being linked to positive outcomes such as communication skills and others to negative outcomes such as poor management skills and hard manipulation tactics. Preliminary evidence suggests that psychopathy is toxic in the workplace. Dark personalities are involved in bullying behaviour as it is the most prevalent phenomenon in the developing countries which are having high power distance. It has been reported by the official source that 52% employees working in service sector are being bullied by their superiors and subordinates. Work place bullying effects the health of the employees and it damages the organizational smooth functioning.

Employees who possess narcissist traits seem confident at the start but in the longer run, this turns into entitlement. Narcissism is linked with bad decision making due to over-confidence and impulsivity which leads to an unsuccessful career and poor performance, especially where work-related behaviours are linked to maintaining positive impressions. Machiavellianism is related to anti-social behaviour (such as bullying) because of their negative view of others which makes them more problematic in the workplace. Toxic employees, as embodied by the Dark Triad traits, present problems for any company, supervisor, and fellow employee. It is important to learn that how Dark personalities may behave and manage their self-image appropriately at work in the presence of trait-relevant situational cues to accomplish the expected outcomes. In order to solve the problem of effective dealing with incumbents possessing dark traits, this research provides the moderated mediation framework for analysing the bright side of a dark triad with prosperous outcomes, which will provide new thinking to organizational life.

1.4 Research Questions

This study addresses the following major research questions:

1. Does dark triad (Narcissism, Machiavellianism, and Psychopathy) and Impression management strategies (ingratiation, exemplification, and self-promotion) have a direct impact on career success, job performance and individual behaviour (i.e. bullying)?
2. To what extent social taxonomies of impression management mediate the relationship between dark triad and career success, job performance, and bullying behaviour.
3. Does situational condition (such as job autonomy and role ambiguity) moderate the relationship between dark triad and impression management?
4. To what extent job autonomy and role ambiguity moderate the indirect effects of Dark Triad on consequences (i.e. job performance, career success and bullying behaviour) through impression management strategy?

1.5 Research Objectives

This study takes up and tested a model, based on the doctrines of trait activation theory by embracing the person-situation interactionist approach, in which social demand of impression management taxonomies conceptualize as a function of the

interaction between dark personality and job relevant situational triggers acting jointly to shape up the functional outcomes. This research will enhance the predictive validity of the Trait activation theory by presenting the well-defined taxonomy of situational attributes based on social and job context with respect to dark personality traits. The aim of this study is to refine and extend the Trait activation theory by providing the interpretive situational context (provided by the job and social characteristics of the job) for individuals (such as dark triad traits) to make their purposeful strivings meaningful by endorsing the different types of situational cues under this theoretical umbrella.

The following are the proposed research objectives:

- To analyse the relationship between Dark triad (narcissism, Machiavellianism and psychopathy) and career success, job performance, and bullying behaviour.
- To investigate the importance of impression management strategies (self-promotion, exemplification, and ingratiation) for the opportunistic, grandiose and achievement-oriented personalities such as Dark Triad.
- To analyse the relationship between Self-presentation strategies (i.e. impression management) and career success, job performance, and bullying behavior.
- To examine the mediating role of impression management (self-promotion, exemplification, and ingratiation) between dark triad (narcissism,

Machiavellianism and psychopath) and consequences (career success, job performance, and bullying).

- To investigate the moderating role of job-based situational triggers (such as job autonomy and role ambiguity) on dark triad-impression management relationships.
- To investigate the indirect effects of role ambiguity and job autonomy on Dark Triad-outcomes (job performance, career success, bullying behaviour) relationship through impression management strategy.

1.6 Significance of the Present Study

1.6.1 Theoretical Significance

The primary responsibility of academicians is to extend the dark personality research, especially Dark Triad. The literature has restricted the personality research by only emphasizing on positive personality traits. The Big Five traits are criticized because of not sufficiently addressing the antisocial personality attributes (James and LeBreton, 2010). Since the evolution of dark triad concept, it has been gaining more and more attention in the organizational psychology. Both positive and negative personality traits are equally important, therefore the current literature is more focused on dark personality clusters to expand the personality theory (Spurk, Keller and Hirschi, 2016).

Trait Activation Theory (TAT) has been used in the literature since its introduction (Tett and Guterman, 2000; Tett and Burnett, 2003), as a basis for tracking complexities in how personality plays out in the workplace and for identifying its further applications. The main consequence of trait activation theory is that individuals want to work where job relevant situational cues provide excessive opportunities to express their traits (Tett, Simonet, Walser and Brown, 2013). Few research contributions outline that dark personality traits can potentially be adaptive in certain situations (Schyns, 2015; Rehman and Shahnawaz, 2018). In spite of the growing authentication that personality dispositions are reliant on situational cues, research on the stimulating function of job characteristics is still in its initial stages and so far, only focusing on positive personality traits (Judge et al., 2014; Doci and Hofmans, 2015; Tetreault & Hoff, 2019). So, this study presents the inclusive moderated mediation model to understand the underlying process of the dark triad with respect to job and impression management behaviour which leads to functional and non-deviant outcomes.

This research contributes to the personality literature in the following ways:

- This study integrates the three theoretical perspectives which includes Dark Personality Theory, Impression Management Strategy and Job Characteristics under the umbrella of Trait Activation Theory (Christie & Geis, 1970; Raskin and Hall's, 1979, Hare, 1985; Lilienfeld & Andrews, 1996; Tett & Burnett, 2003; Goffman, 1978; Schlenker, 1980; Hackman and Oldham, 1976; Rizzo, House and Lirtzman, 1970).

- This study indicates that how Trait activation theory can be extended by identifying situational triggers of dark triad expressions at work, which contributes to the emerging dark personality literature by extending the sphere of situational predictors and allow the researchers to understand the complicated interplay between Dark Triad and situational mechanisms of job autonomy and role ambiguity, which mutually leads towards the dark triad strategic behaviour of impression management for achieving career success, job performance and reduce their propensity towards bullying behaviour.
- The proposed framework describes the underlying process takes place between dark triad and thriving outcomes relationship. The underlying process of impression management would reflect the useful and functional side of dark triad. The mediation role of impression management strategies between dark triad traits and outcomes will clarify that how dark personalities can achieve job performance, success in their careers and display of non-deviant behaviour (i.e. reduced positive effects of Dark Triad on bullying behaviour) by having the attributes of grandiosity and achievement-orientation that requires positive self-presentational behaviors (through IM). The investigation of non-intimidating mediation strategy would add up in the current body of knowledge.
- A more vigorous and dynamic approach of dark personality is applied in this study by drawing on the collaborative model of dark triad, such as trait activation theory. The assumption is that dark triad interacts with situational triggers to produce specific behavioural reactions. It is very authentic to study

the moderating role of situational cues to understand the intermediate mechanism of positive self-impression management taxonomies between dark triad and outcomes. The undertaken moderation analysis will fill the grey area of literature about the role of trait activation theory in embracing the functional tendencies of dark triad for endorsement of their socially triggering skills of positive impression management, as dictated by the job relevant situational context (such as job autonomy and role ambiguity) in this study for achieving constructive work outcomes.

- Organizational research is neglecting the role of dark personalities towards positive discretionary behaviors and job performance. Besides job performance, there are numerous organizational outcomes (such as career success) which remains unexplored (Ettner, Maclean and Frech, 2011; Heslin et al., 2018). Therefore, this study has explored the significance of these outcomes and positive discretionary behaviours in the context of dark personality and trait activation theory.

- As discussed by Barrick, Mount, and Li (2013) that different scholars advocated the need to develop theoretical frameworks for systematic inquiry of situations. Accordingly, it has been debated that job characteristics (such as job autonomy and role ambiguity) and Impression management behavioural strategy will facilitate the dark personality for achieving work outcomes. The present study empirically investigates the simultaneous influence of dark triad and work context (with includes job autonomy and role ambiguity) on behavioural strategy by drawing on trait activation theory. Therefore, the

proposed theory integrates the dark personality with the job level triggers for responsiveness of dark triad towards positive image of self to predict the career success and job performance.

1.6.2 Managerial Significance

This research will be beneficial for all managerial levels, leaders, executives, businessman, academicians and middle-level management. Personality Traits offer the means by which people gain occupational status and secure their position within an organization; some individuals use socially favourable strategies for achieving such means. Evolutionary psychologists suggest that even undesirable personality traits (Narcissism, Machiavellianism, and Psychopath) can be adaptive (i.e., providing solutions to problems of continued existence) (Buss, 2009). Those individuals who are possessing dark triad qualities are selfish but competitive, and strategic as well (Jonason, Li, & Teicher, 2010; Jones & Paulhus, 2010; Koehn, Okan, & Jonason, 2019). Furthermore, Lykken (1995) argued that certain characteristics of dark triad, such as superficial charm, High self-esteem, entitlement, and fearlessness, are seen in successful businessmen and academicians. The only problem is the negative impressions which the others perceive about them. If incumbents overcome this problem of negative self-image by indulging in the soft impression management strategies that will help them to be successful in their careers, achieve high performance and prevent the disruptive behaviors (such as bullying).

It is essential to study dark personality (Narcissism, Machiavellianism, and Psychopathy) with respect to thriving outcomes. The coverage of dark personality

literature suggests that there may be some positive facets to have a CEO or top/middle level manager/incumbent who is narcissistic or psychopathic (e.g. Dutton, 2012) by putting up the positive self-image. Individuals who are having dark triad characteristics possess the external support, social influence, and high goal achievement orientation when provided with the freedom to schedule the job and role ambiguity for setting up broader roles. People having dark personality traits are inclined to enhance their self-image (through the soft impression management strategies) in an unstructured environment where they are having more autonomy on the job and lack of job-related directions as compared to structured environment. When role ambiguity is high, there is much more room for employees to develop different interpretations of their goal requirements. This can be considered a weak situation in which there are few situational constraints on the incumbents and they have a high degree of discretion about how they achieve their goals (Morgeson, Delaney-Klinger, & Hemingway, 2005) by indulging more in managing their negative impressions. The tactic of a charm is the characteristic of Machiavellianism and narcissism which is beneficial for the social influence that provides more benefits than costs. Social influence in the form of impression management may help to gain external endorsement or favours.

The purpose of this study from a managerial perspective is to channelize the opportunistic side of dark triad incumbents by providing them the work-related situational cues of job autonomy and role ambiguity along with the emphasis on appropriate social behaviour in the form of IM strategies for presenting their positive image. Positive self-impression management will trigger the opportunistic attributes of the dark triad in achieving the functional outcomes (such as career success and job

performance). Positive self-impression pursued by the dark triad may restrict them from practicing the antisocial behavior such as bullying others.

1.6.3 Contextual Significance

There is a dearth of well-developed hypothetical models on bright and useful side of the dark triad (Narcissism, Machiavellianism, and Psychopathy) in Pakistani cultural context. There is a need to shed light that how dark triad characteristics may influence the thriving outcomes (career success, job performance and negative relation with bullying) in our culture which is collectivist society. The cross-cultural generalizability of dark personality research is limited as most of the samples are taken from western cultures (Schyns, 2015).

Our society is based upon collectivism so Machiavellianistic personalities (having the characteristics of gaining the trust and respect of co-workers, establish the influential social networks influential social networks) will be functional in such cultures where there is cohesiveness, loyalty, and interests are safeguarded by the peers, subordinates, and superiors (Riemer and Shavitt, 2011). In collectivist societies, it is more convenient for the dark triad to enhance their self-image by indulging in impression management strategies. Similarly, narcissist aspects of entitlement, grandiosity, dominance, and superiority may have a flourishing side in the collectivist context where people are attracted to or influenced by objects that are classy and unique (Tarantino, 2019).

The study of Schyns (2015) highlighted that the national environment (i.e. culture) can theoretically nourish the positive expressions of dark personalities. Dark personalities are present in all cultures but the norms and customs of that culture make it more or less likely that the particular behavior having relevancy to the trait should be displayed (Tarantino, 2019). In collectivist societies, the immoral approach of dark triad may encourage them to bend the rules and offer favors to individuals (by means of ingratiation) to persuade them for supporting their cause. Impression management refers to a favorable self-presentation designed to retain a positive image (Paulhus, 1998; Schlenker & Britt, 1999). On the basis of cultural differences, individuals tend to present a favorable image (Riemer and Shavitt, 2011). People from collectivist cultures are conformity-oriented and interdependent, thus such dark personalities are likely to involve in impression management (Triandis and Suh, 2002; Lalwani et al., 2006). In favor of the above argument, this study investigates the dark personalities in a mutually dependent and conformity-oriented cultural context where they may be more inclined to involve in favorable self-presentation strategies (such as impression management) for reflecting their positive side to achieve the thriving outcomes.

In the integrative and cohesive cultural context, the situational cues of having ambiguous roles and job autonomy will activate the responsible side of the dark triad which will help them to understand the importance of favourable self-presentation for achieving functional outcomes.

The exploitative, impulsive and aggressive nature of dark triad will remain suppressed in a cohesive and interdependent orientation of collectivist culture. In such collectivist norms, dark personalities will be more convinced to make themselves

presentable for others (by IM) which assist them to refrain from aggressive behaviours such as bullying. These are the open questions which need further investigation in our cultural context, so this study is also helpful to validate the findings in this regard.

1.7 Proposed Research Model

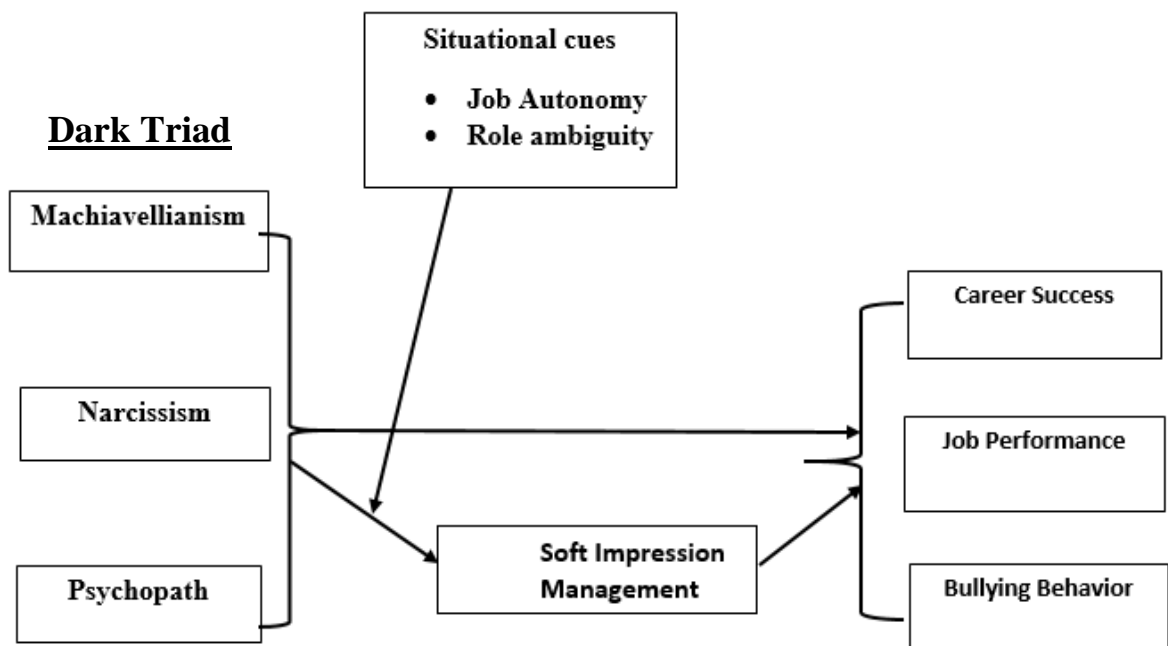


Figure 1: Moderated-Mediation Model of Dark Triad and Outcomes

Independent variable: Dark Triad (Narcissism, Machiavellianism, and Psychopathy)

Mediating variables: Soft Impression management (Ingratiation, exemplification, and self-promotion)

Moderators: Situational cues which include job autonomy and role ambiguity

Outcome/Dependent variables: Career Success, Job Performance and Bullying Behaviour.

The justification of the variables and proposed theoretical links in the model are explained in the next chapter

1.8 Theoretical Justification of the Proposed Model

A personality-based view of impression management proposes that some incumbents are expected to engage in impression management strategies because of their possession of particular traits that prompt them to engage in such behaviours (Ferris & Judge, 1991). The relationship between personality and IM has been predicted by numerous theoretical perspectives. For example, it is suggested that personality traits reveal inner progressions that manifest in how people reason and act. This view is supported by substantial evidence from a range of research work that personality may predict appropriate behaviors (e.g. Mount, Barrick and Strauss, 1994; Hogan and Holland, 2003; Soane, Booth, Alfes, Shantz, and Bailey, 2018) or presentable behaviors.

Dark Triad which includes Narcissism, Machiavellianism and Psychopathy have a dispositional tendency to show positive image of selves, therefore they are more inclined towards the IM tactics for achieving their personal and job-related goals. If there is high job autonomy and role ambiguity prevails in the work context then dark triad finds it an opportunistic situation to use their manipulative behavior by applying soft IM tactics for achieving greater career success and job performance. Trait Activation theory also emphasises that the interplay of dark triad personality and opportunistic situational context in the form of high job autonomy and role ambiguity provides the encouraging mechanism for dark triad to show their positive IM behavior

(which includes ingratiation, exemplification and self-promotion as a single latent factor of IM). Hence it has been argued that dark triad personalities flourish and prosper in the role ambiguous and autonomous positions.

Moreover, trait activation theory (by Tett and Gutterman, 2000; Tett and Burnett, 2003) recommends that trait attributes will reflect in behavior in the presence of job cues that are trait relevant (which means the favourable situation for the expression of trait-relevant behavior) (Wang et al., 2017). Trait activation theory has been used in this study as a theoretical base for understanding the relationship between the functional and bright aspect of dark personality and their dispositional outlook of having soft impression management for achieving thriving consequences (such as high job performance and success in career) and weakened relationship with bullying behavior. Situations make the external cues or consequences so strong that individuals do not feel free to act as they want to or the way they really are (Barrick et al., 2013; Choi, Woehler, Lopez-Kidwell, Labianca, and Borgatti, 2018). In line with the above argument the proposed framework extending the Trait Activation Theory (TAT) by incorporating the job level situational cues as a catalyst to facilitate the Dark Triad for presenting their image appropriately, by carrying the positive self-impression they may flourish in their careers with respect to career satisfaction and occupational status.

Contemporary work on trait activation theory has provided the foundation for understanding that the appropriate situational triggers affect the impact of dark triad traits on behavior (such as soft IM tactics) (Stemmler, 1997; Tett and Gutterman, 2000; Haaland and Christiansen, 2002; Tett and Burnett, 2003). It is suggested that the situational effects trigger individual transformations (in this case transformation from

intimidating to ingratiating self-impression of Dark Triad). On the basis of Trait activation theory, it is suggested that under the opportunistic circumstances, dark triad may endorse socially acceptable behaviors (e.g. self-promotable or ingratiating impression management behavioral strategy) as their specific trait propensities dictate them to do so. The activation of acquisitive and achievement-oriented traits of the dark triad are likely to occur in autonomous and role ambiguous work situations that will assist the dark triad in the pretense of positive impression management (through ingratiating, self-promotional and exemplification impression behavior) for achieving prosperous outcomes and retreating their propensity to bully others.

The proposed model explains the personality-behavior (i.e. soft IM strategies) relationship in achieving successful consequences, which includes career success, job performance and triad adverse effects on bullying behavior. Drawing from Trait activation theory, differences in individual trait tendency is best visible in favorable job conditions. Such gainful conditions are expected to motivate the self-centered propensities of the dark triad that are necessary for creating positive impressions on others, which are aimed at achieving successful consequences.

Although the recommended framework postulates that dark triad traits are associated with IM behaviors, research, and theory advocate that the strength of the mechanism of dark triad-impression management associations may be moderated by the job-focused situational factors (such as weak work-oriented situations of high job autonomy and role ambiguity). Interplay of Dark Triad and job relevant situational cues (such as job autonomy and role ambiguity) are proposed to be an appropriate

mechanism for assessing the mediating role of soft IM strategy in between the relationship of dark triad and work outcomes.

1.9 Definition of the Study Variables

1.9.1 Dark Triad

Dark Triad as a collective construct is defined as an insensitive, manipulative and seek admiration from others (Jonason et al., 2009). Dark triad is composed of Narcissism, Machiavellianism and Psychopath. Narcissistic individuals are arrogant, having lack of concern, grandiose and are sensitive to criticism. Machiavellianism trait are deceptive, self-interested, manipulative and also having lack of sentiments. Psychopaths are associated with lack of regret, risk takers and possess antisocial behavior and callousness.

1.9.2 Job Performance

Job performance is defined as a job holder overall contribution to reach a set of goals within the job (Campbell, 1990). Job performance is considered as a multifaceted activity rather than a single action. Performance is a separate construct from the particular job outcomes which are related to success and productivity and it is reflected as a behavior in literature.

1.9.3 Career Success

Career success is the result of personal experience and the composite of real or apparent personal endeavours (Meade, 2000). Career Success includes objective and subjective career success. Objective career success is observable and measurable by the income/pay and occupational status, which are considered as the hallmarks of objective career success across the societies. Subjective career success is an individual experience by directly engaging in his or her career. It is the individual response to describe his/her career experiences (Hughes, 1958).

1.9.4 Bullying Behaviour

Bullying is defined as a process when any form of aggressive act (e.g. verbal attack, social elimination or teasing) against an employee occurring repeatedly and he/she is unable to protect himself or herself from such negative acts (Einarsen, Hoel, Zapf, and Cooper, 2003). Bullying behavior occurs when there are personal disagreements or conflict over a precise argument which prevails over time between two individuals or group of individuals.

1.9.5 Job Autonomy

Job Autonomy can be well-defined as a set of practices which involves the designation of responsibility down the chain of command to give employees more decision-making power for execution of their job tasks (Leach et al., 2003). Job autonomy is viewed as the structural autonomy by providing resources, access to

information and growth prospects that are directly related to the employees' level of control (Kanter, 1997).

1.9.6 Role Ambiguity

Role Ambiguity is the lack of transparency regarding the extent of responsibility, work expectations and the expectations of the superiors towards the job roles of an individual in an occupational hierarchy (Katz and Kahn, 1970).

1.9.7 Impression Management

Impression management is the process by which people control and strive to manage other people's perceptions about them. The propensity of individuals to impress others by presenting themselves in a socially desirable way (Leary, 1995).

1.10 Classification of the Current Study

The documentation of this synopsis is based on three chapters. The background information, study overview, gap assessment, problem statement, study objectives and theoretical, contextual and managerial significance is given in first chapter. The theoretical framework is also proposed in this chapter.

A comprehensive literature review is given in second chapter. Section one is composed of the theoretical basis of the dark personality and literature review of the direct relationship of dark triad (Narcissism, Machiavellianism and Psychopathy) and

outcomes (Career success, job performance, and bullying behavior). The mediating role of soft impression management strategies (i.e. ingratiation, exemplification, and self-promotion) is explained between dark triad and outcomes (Career success, job performance, and bullying). It also explains the moderating role of situational cues (that is job autonomy and role ambiguity) between dark triad (Narcissism, Machiavellianism, and Psychopathy) and soft impression management strategies (such as exemplification, ingratiation, and self-promotion) based on the mechanism of trait activation theory.

The methodological aspects of the study are clarified in the third chapter. It includes design of the current research, sample details, population, data collection methods, scales followed by the statistical tools and analysis details. The data analysis is performed in chapter four which is comprised of correlation, multiple regression, mediation, moderation and moderated-mediation results. The results discussion and conclusion are included in chapter five which is based on the overall discussion of the direct, indirect, moderation and moderated mediation findings, theoretical, methodological and managerial implications. It also includes strengths and limitations, future research directions and conclusion.

CHAPTER 2

LITERATURE REVIEW

2.1 Trait Activation Theory w.r.t Person-Situation Perspective

The historical background of traits resides in the personal side of the person-situation debate. Inter-individual differences and their influence on the consequences of interest can be determined by the trait perspective (Yang et al., 2014). Many researchers have argued that situational stimuli and cross-situational variation has always been part of trait theories and also considered an important feature of traits. Individual differences can be studied not just by the comparison of intellectual trait standings but also by investigating substantially that how individuals behave successfully in particular situations and why (Roberts, 2009; Wang et al., 2017).

As mentioned by the Funder (2001) in his personality review that the emphasis of personality theory has to be on enhancing our knowledge of the interconnections among individual, situation and the behavioral consequences. Understanding the person in a particular situation should help researchers in predicting that how the person will behave when faced with particular situational cues or knowing the individual and its demonstrated behavior should explain us something about the situation the individual is in. The new outlook of personality theory has to pursue or search the personality

within the situational context for investigating the traits and their behavioral outlooks (Barrick and Ryan, 2004; Klein, Heck, Reese, and Hilbig, 2019).

Trait activation theoretical perspective provides a clear understanding of the interactive modes of person-situation which leads to behavioral consequences (Greenbaum et al., 2017). The theory of trait activation specifically discusses job performance; nevertheless, the theory can be operationalized in predicting work-related outcomes (such as bullying and career success along with job performance). This theory is extensive enough for applying on the variety of personality traits, which may flare up the person-situation interaction for investigating behavioral outcomes (Tett and Burnett, 2003; Tett and Guterman, 2000). According to Mischel and Shoda (1995), people pay attention to such situations which activate their underlying propensities. The process of trait activation takes place when the situational cues or demands are relevant to the person's aims, values, and aspirations and the way that person wants to be presented. Such kind of situational press stimulates the person to behave in a socially acceptable manner by engaging in trait appropriate behaviors. Activation theory offers a consolidating framework for detecting conditions that may possibly spark the trait triggering process (Murray, 1938; Greenbaum et al., 2017).

Personality theories and trait activation theory advocate that any type of personality should be investigated in relation to its situation-behavioural profile (Mischel and Shoda, 1995). Situation-behaviour relation captures the distinctive way that personality centred behaviours can be different across situations, for example, if a person with personality X is exposed to certain situational cues which may trigger his traits to respond in a predictable manner. Trait activation theory provides the theoretical

framework for recognizing the certain conditions that trigger the trait pertinent behavior (Greenbaum et al., 2017).

2.2 Dark Triad Personality

It has always been a thought-provoking issue to draw the line between abnormal and normal personality (Allport, 1937). The terms clinical and subclinical are often differentiated in the literature addressing personality disorder (Lebreton, Binning, & Adorno, 2006). Clinical samples include those individuals that are presently under pathological or clinical observation; subclinical samples of personality refer to the continuous dissemination in larger community sections. Even though the term subclinical denotes a milder version, subclinical samples cover a wide range which includes the extreme cases who are presently at large in the community (Ray & Ray, 1982). The notions of dark personality originated in clinical literature and skilfully practiced as well (Furnham & Crump, 2005).

Dark triad is the composition of three personality traits such as narcissism, psychopathy and Machiavellianism. The group of these traits is antagonistic by nature (Campbell et al., 2002). Dark triad of personality refers to those three personality constructs which are theoretically distinct (Furnham et al., 2011; Paulhus et al., 2002).

Rich research of the benefits of bright traits exists in literature along with the downsides of dark traits, so one can easily assume that bright traits lead to predictable outcomes and dark traits are entirely bad which leads to adverse behaviors. The emergent philosophy of personality advocates the concept of good and bad traits as an

oversimplification. Instead, all personalities (dark or bright) are having their own benefits and shortcomings (Smith et al., 2018). Traits that are considered bright may possess maladaptive abilities that are damaging in some situations such as the association of pro-social trait with aggression (Schwenzer, 2008). On the contrary dark traits that are considered evil may be benefited in particular situations, for instance, managerial style of dark triad which benefits them to extract important resources from their work environment (Carter et al., 2016; Jonason, Li, and Teicher, 2010; Judge, Piccolo, and Kosalka, 2009; Judge and LePine, 2007).

The narcissistic personality in the subclinical perspective is defined as a personality characterized by a sense of entitlement/power, lack identification, grandiose self-view, and egotism. There are certain theorists like Heinz Kohut who associate narcissistic personality with the protection of the self (Kohutt, 1977). Narcissism is the oldest construct in dark triad and its origin can be traced to the Greek legend of Narcissus who was destined to fall in love with his own reflection. The construct of subclinical narcissism has developed from Raskin & Hall's (1979) attempt to demarcate a subclinical version of the DSM-defined personality syndrome. Facets of entitlement, grandiosity, superiority, and dominance are taken from the clinical disorder. The refinement of items was performed by the large samples of students and accumulated in the subclinical form of NPI (Narcissistic Personality Inventory). The successful movement from the clinical to the subclinical concept is well supported by the research literature (Morf & Rhodewalt, 2001). Narcissist view herself/himself as dominant, entitled, striking, exclusive and intelligent (Buffardi et al., 2008; Muris et al., 2017).

The research articles related to narcissism has increased by 2406% as reported after exploring the publication in index database ProQuest. This rapid increase in the narcissism focused articles reflects the well-documented progress of this dark personality in western cultures (Germain, 2018). Narcissism is considered as “contemporary epidemic”, aiming towards the societal change that occurred in industrialized and post-industrialized times as the reason (The Conversation, 2016). There are few studies that emphasize the brighter aspects of dark traits. The study of Patel and Cooper (2014) recognized the brighter aspects of narcissism by arguing that even though narcissistic CEOs are not able to protect themselves against prospective tremors but they can help the organizations to recover from shocks. In addition, narcissistic executives are not always bad for organizations and stakeholders. It is recommended that researcher should move beyond simple relationships of personality-behavioral outcomes and try to shape up the underlying situational mechanisms driving these associations (Zhu and Chen, 2015a, 2015b; Smith et al., 2018).

The concept of Machiavellianism emerged from Christie’s collection of statements from the original book of Machiavelli’s. Christie molded those statements into a measurable form of normal personality by proving the consistent variances in respondents’ agreement with the items. Research showed that the respondents who approved those statements were expected to behave in a devious and cold manner in reality. Concentration on self-interest and manipulation of others are the prime characteristics of Machiavellian personality (Christie & Geis, 1970; Egan et al., 2006; Jones and Paulhus, 2014).

The most recent among the three dark triad traits is the revision of psychopathy to the subclinical domain (Hare, 1985; Lilienfeld & Andrews, 1996). Dominant psychopathic traits include high thrill-seeking and impulsivity alongside with low anxiety/nervousness and empathy. The self-report psychopathy (SPR) scale is accumulated from items that differentiate subclinical psychopaths from clinically diagnosed psychopaths (Hare, 1985). Dark triad focus on social malevolence, emotional coldness, and self-promotion (Paulhus et al., 2002; Muris et al., 2017).

The concept of corporate psychopath has gained the popularity in recent research. According to the Dutton (2012), chief executive officer (CEO) is the occupation with the highest order of corporate psychopathy. Corporate psychopaths tend to be quickly promoted to top-level positions within the workplace. In the civilian population (excluding criminal population) psychopaths score moderate to high on openness and extraversion (Mann, 2017). The prevalence of corporate psychopath is 5.9 percent in the corporate sample, which is relatively high as compared to their pervasiveness of 1.2 percent in a community sample. The research found that 77 percent sample of corporate psychopaths occupies top-level positions. Subclinical psychopath's ability to understand and read others may give them an advantage in politics and business, where there is a high level of concentration of subclinical psychopaths (Babiak, Neumann, and Hare, 2010; Dutton, 2012).

2.3 Dark Triad and Outcomes

The latest research is revolving around the adaptive side of dark personality by revealing the contexts where dark triad have proved to be beneficial and strategic

(Hogan and Hogan, 2001). All of the dark personalities (i.e. Dark Triad) are described by hardnosed self-advancement (Zuroff, Fournier, Patall, and Leybman, 2010).

Despite the fearsome label of the psychopathy, there are approximately as many as three million employers and employees who are possessing the psychopathic trait (Babiak and Hare, 2006; Babiak, Neumann, and Hare, 2010). Along with narcissism and Machiavellianism, some of the individuals who are psychopathic thrive in corporate and business settings, mainly if their work involves coherent behavioral style. Psychopaths' consistent emphasis is on achievement/success even if that success comes at the price of others, they possess the social skills of being charming and compelling along with their inclination to take risks (DePaulo, 2010; Yang & Raine, 2008).

The curiosity of dark traits in the world of work is increasing, primarily because of their costs to the organizations and individuals, which consequently leads to negative behaviours (Spain, Harms & LeBreton, 2014). The main emphasis of prior researches was to identify the negative outcomes of Dark Triad at work (Jonason, Slomski, and Partyka, 2012; Spain et al., 2014). On the other hand, Judge and LePine (2007) have indicated some years ago that the bright sides of dark traits might also exist in the context of the workplace. This study focuses on scientifically analyzing the varied effects of the dark triad on career success, job performance, and bullying behavior. Thereby, career success and job performance might be the constructs where not just dark sides but also bright and optimistic sides of Dark Triad become evident. This study is addressing that positive side of the dark triad for further theoretical development.

2.3.1 Career Success (i.e. career satisfaction and occupational status/position)

Objective career success can be substantiated by factors such as remuneration, promotions, occupational status, and hierarchical position. Subjective career success is a self-appraisal of career advancement by an individual, which includes satisfaction with career (Ng et al., 2005; Spurk et al., 2011).

2.3.2 Dark Triad (Narcissism, Machiavellianism, Psychopathy) and Career Success

Researchers have noted the potential of paradoxical benefits of the dark-side traits. Judge et al. (2009) illustrated that socially undesirable traits can have positive implications (Harms, Spain, and Hannah, 2011). The relationship between low agreeableness (which is related to dark triad traits) and objective career success (i.e. occupational status) has been observed in various studies (Ng, Eby, Sorensen and Feldman, 2005; Paleczek, Bergner, and Rybnicek, 2018). It is important to explore the career advancement of dark personalities because the successful career is a vibrant attraction for desired life and work outcomes for many individuals (Hall, 2002).

There are hundreds of scholarly articles that emphasize the antecedents of career success. Positive personality traits are the extensively studied predictors of career success, that considered as steady and broad personality characteristics which have influential effects on career outcomes (Judge, Higgins, Thoresen, and Barrick, 1999; Seibert and Kraimer, 2001; Spurk, Keller, and Hirschi, 2016). Career success literature has been enhanced by examining the bivariate relationships of stable personality dispositions and career success, however there is a need to integrate latest theoretical

developments concerning situational moderators and behavioral mechanisms as mediators to develop the positive relationship of dark triad with career related outcomes (Barrick et al., 2013; Zimmerman et al., 2016).

According to Wille, DeFruyt, and DeClercq (2013) personality predispositions of narcissism are positively associated with financial success and high job ranking. Hirschi and Jaensch (2015) observed that personalities who are self-centred and egotistical tend to earn higher wages and remain more satisfied with their work. This phenomenon can be explained by the high self-worth held by the narcissists which reflect their strong self-belief and self-esteem (Sedikides, Rudich, Gregg, Kumashiro, and Rusbult, 2004). Abele & Spurk (2009) observe that "objective and subjective career success" is associated with the higher beliefs which a narcissist holds about themselves. Additionally, research showed that narcissists perform well by managing their softer side of impressions (Campbell, Hoffman, Campbell, and Marchisio, 2011) that may benefit them to achieve high level of success in their respective careers (i.e. career satisfaction and status/promotion). Narcissism trait is the trademark of many high achieving and determined people (Yudofsky, 2005), which suggests that such individuals accomplished greater success in their careers (Germain, 2018).

Classifications of dark triad personality captures the inconsistency of their associations with job performance and other work roles and behaviours (Hurtz and Donovan, 2000; Judge & Bono, 2000; Judge and Bono, 2001; O'Connor & Jackson, 2010). According to Jonason et al., (2018) given the importance of dark traits in explaining the behavioral and work-related outcomes, so it seems logical that dark personality may play a significant role for variance in income and occupational status,

as individuals derive their level of occupational status and income from the work they are involved in. Therefore, dark traits can facilitate individuals to achieve status. For example, individuals possessing the traits of narcissism and psychopath endeavour for jobs having a higher level of risk and dominance (Jonason, Slomski, and Partyka, 2012), which means that such jobs facilitate higher job status and earnings.

H1a: Narcissism has a positive association with Subjective and Objective career success.

Recent research of dark triad advocates the possibility that psychopaths are successful in their careers (Coid and Yang, 2011; Crossley et al., 2016; Collins et al., 2017). Psychopaths possess the traits of boldness, authority, and cold-heartedness, which may relate to positive work outcomes such as career success (Baskin-Sommers et al., 2015; LaLiberte and Grekin, 2015). Psychopathic personality is positively related with high level of success and power (Cheng, Tracy, and Henrich, 2010). Despite the successful features of psychopathic personality, theorizing of the psychopathic personality and career success is still rare (Eisenbarth et al., 2018).

Psychopathic individuals have an intimidating form of behavioral impressions which results in strong job-related self-presentation issues (Jonason et al., 2012). As a result, they may face serious problems to become successful in their careers. Psychopaths might achieve lower level of success in their career (which includes career satisfaction, occupational status/promotion) because of the impulsivity and social malfunctioning (Boddy et al., 2010). According to Dutton (2012) psychopaths are

confident, fearless, focused and charismatic, such characteristics may enable them to obtain some level of success in their careers.

H1b: Psychopaths have a positive association with Subjective and Objective career success.

The core attributes of Machiavellianistic individuals are the ones to exploit and influence others and can easily manage to live and work on the positions which exert considerable responsibilities as well as influence over others. Machiavellianism is beneficial for attaining status-oriented positions because such machiavellianistic individuals make management related occupational choices. They have a strong desire to not only control others but also attempt to gain status and position (Dahling et al., 2009). Moreover, they concentrate on maintaining and enhancing their status. Subjective career success depends on what has already been achieved and on the progress made in one's career from past till present (Ng et al., 2005; Kessler et al., 2010; Spurk et al., 2011). As a result, while analysing the factors responsible for actual career success, the future desires are not considered to be among the significant contributing factors. (Spurk et al., 2010). Consequently, machiavellianistic individuals may feel satisfied in their careers because of their prestigious positions (Spurk, Keller and Hirschi, 2016).

H1c: Machiavellianism positively associates with Subjective and Objective career success.

2.3.3 Job Performance

There are a distinct set of activities especially related to individual job performance that contribute to an organization in different ways (Campbell, 1990). The various job aspects are also affected by the individual's level of engagement, so it is important to know the relation in between the dark trait and their performance. In this regard, the first vital aspect of a job is *task performance* which has been described as such activities related to the technical core of an organization which helps in achieving and completing the significant tasks of a job. They are also defined as those important factors which acts as a support for the fulfillment of important job tasks (Borman and Motowidlo, 1993). The extent to which employees successfully fulfil their specific job tasks is represented through Objective performance (Organ, 1997).

2.3.4 Dark Triad (Narcissism, Machiavellianism, Psychopath) and Job Performance

Christie and Geis's (1970) work on Machiavellianism about 40 years ago has successfully been influential as it paved the way for further research on the topic in the last decade (Martin, Lastuk, Jeffery, Vernon, and Veselka, 2012; Jonason and Webster, 2012). It has been assumed that Machiavellianism is negatively associated with job performance as this personality style is encapsulating deception, manipulation, and distrust in others.

Incumbents possessing Machiavellianism trait are self-centered and have the tendency to exploit others. The Mach's are believed to be more manipulating and

politically tackling the tasks rather than having a genuine concern to their job responsibilities (remember in precise their propensity to manipulate). They are usually considered to be apprehensive about the reward system of the organization and show less effort. Therefore, a very weak negative relation between Machiavellianism and job performance has been proposed (O' Boyle, Forsyth, Banks, and MacDaniel, 2012).

The research was undertaken by O'Boyle et al., (2012) provides evidence of the negative relationship in between Machiavellianism and job performance. Their study reported a significantly weak negative relationship between Machiavellianism and job performance. Several perspectives are under discussion in the current literature which debates that why Machiavellianism reported small effect size with job performance (Bagozzie et al., 2013; Jones and Paulhus, 2009). In order to enhance the overall understanding of the Mach-job performance relationship, the scholars have advised the researchers to shift their focus from investigating the direct effects of Machiavellianism and job performance towards the moderated and mediated mechanisms that can unfold the relationship between Machiavellianism and job performance (Harms et al., 2011). For alleviating this confusion researchers should propose and empirically investigate the models based upon trait activation theory to find out certain situational mechanisms which can link Machiavellianism with positive ratings of job performance (Smith and Webster, 2017; Tett & Burnett, 2003; Tett and Gutterman, 2000; Templer, 2018).

Machiavellians are viewed as the chameleons as they entirely focused on their purpose of attaining self-centred goals and have inconsistent associations with job performance. A dark personality such as Machiavellianism is closely linked with contextual mechanisms and more likely to display different performance in different

situational mechanisms in the world of work. Individuals who belong to the Machiavellianism personality are good performers and successful in certain occupations (Jonason et al., 2009).

H2a: Machiavellianism has a significant positive relationship with job performance.

It has been observed that an inverse relation exists between a narcissist and his/her performance at work. Pride, arrogance, self-importance and feeling of being superior from the rest of the employees seem to result in corrective actions (both formal and informal) such as low-performance ratings and being passed over for promotion targeted at the narcissist” (O’Boyle, Forsyth, Banks, and McDaniel, 2012). By considering the proposed prediction, the researchers have interlinked the prevalence of narcissism at the workplace and non-satisfactory task performance (Judge, LePine, and Rich, 2006). Although narcissistic individuals may appear self-confident, charismatic, and persuasive, they often, in fact, harbor intense insecurities which urge them to devalue, exploit and manipulate others. Instead of focusing on performance requirements, they focus on themselves (Brooks, 1992) which relates them to negative job performance.

The concept of narcissism encompasses a long and intriguing research history. In reality, a significant body of work, from a striking cluster of literary work, has investigated the role of narcissism in association with human working. For instance, management (Chatterjee and Hambrick, 2007), organizational psychology (Judge, LePine and Rich, 2006) and social personality psychology (Miller and Campbell, 2008) has given impressive affection for the importance of narcissism in different areas of

life. Consequently, the time is suitable for an inclusive examination of the literature on the relationship in between narcissism and performance to build up key parameters and help to advance that field. In spite of narcissists' faith that they perform well, literature investigating the association between narcissism and job performance has created inconsistent results. This inconsistency has also been reflected in the supervisor assessments of work performance (Judge et al; 2006).

Wellace and Baumeister (2002) indicated that the performance of a narcissist is thriving in some situations, yet ineffective in others. They gave the logic that the narcissists' performance is reliant on the situational opportunities (such as positive self-image) (Morf, Weir and Davidov, 2000; Sedikides and Gregg, 2001; Campbell, Rudich and Sedikides, 2002; Templer, 2018). The responsiveness of the narcissists depends upon the situational prospects (Roberts et al., 2017) for achieving thriving outcomes such as job performance. After having four lab experiments Wallace & Baumeister (2002) verified that narcissists perform well in situations which are opportunistic for them and vice versa. They reasoned that the job performance of the narcissists is dependent on the opportunistic mechanisms for achieving the personal glory and such opportunistic mechanism should be imbedded in their job characteristics. Given that argument they have a strong drive to perform well if they are carrying the enhanced self-image (Morf, Weir and Davidov, 2000; Sedikides and Gregg, 2001; Campbell, Rudich and Sedikides, 2002). The empirical inquiry has produced mixed results as some of the researchers oppose that narcissism is negatively related to job performance (Soyer et al., 1999), while others presume that there is a positive side of narcissism, which leads to positive outcomes (i.e. job performance) (Maccoby, 2000).

Narcissists' self-esteem is likely to be dependent on the hallmarks of success (Roberts and Robins, 2000), and that projecting an image of competence is important to narcissists (Elliot and Thrash, 2001). One would expect narcissists to have unrealistic views of their performance capabilities, such that they believe themselves more capable or competent than they are in reality (Wallace and Baumeister, 2002). The relationship between narcissism and performance has long attracted the attention of scholars because they identify narcissism as a key ingredient in organizational success (Grijalva, Harms, Newman, Gaddis and Fraley, 2015). The evidence shows that narcissists work for their own self-interest (Hornett and Fredericks, 2005), they are quite confident about themselves and their capacities, therefore they rank their skills above others (Oliver and Robins, 1994), such attributes may lead them to have a positive association with job performance.

H2b: Narcissism has a significant positive relationship with job performance.

The relationship between dark personality and job performance is not unidirectional and straightforward (Spain, Harms and LeBreton, 2014). The ability of dark triad (i.e. Psychopathy, Narcissism and Machiavellianism) to manipulate others may be advantageous for them to perform well in jobs that involve influencing others (Van der Linden et al., 2017). Results of meta-analysis revealed that there is a negative correlation between dark triad and job performance, even though the reported negative relationship is weak which communicates the complexity of the Psychopath and job performance relationship (O'Boyle et al., 2012; Miao, Humphrey, Qian, and Pollack, 2018). As mentioned by the Rothstein and Goffin (2006) that personality traits can be effective antecedents of job performance under suitable conditions.

According to Lilienfeld & Widows (2006), psychopathy is comprised of thrill-seeking, lacking persistency, unconcerned with deadlines or responsibilities which are negatively associated with job performance. Psychopathy is also considered to be linked with the lack of persistence and aloofness for the goals and task-based performance. This behavior in business settings ultimately results in failure. (O'Boyle, Forsyth, Banks, and McDaniel, 2012).

The nature of the relationship between the Dark triad and job performance is not straightforward and unidirectional but may depend on the type of job and time frame (Spain, Harms, & LeBreton, 2013). For example, due to their motivation and ability to manipulate others in supporting them, which in some contexts may be beneficial for job performance. Psychopaths are successful performers in sales positions, managers or in the service-oriented positions which involve influencing others. Also, particularly psychoticism has been associated with high creativity and therefore may be positively associated with job performance (Van der Linden, Pelt, Dunkel and Born, 2017).

H2c: Psychopaths has a significant negative relationship with job performance

2.3.5 Bullying Behaviour

Perpetrator perspective of workplace bullying is a complex phenomenon which is connected with the external conditions like the organizational features and the social environment. It has been acknowledged in research that the terms *bullying*, *mobbing*, *workplace harassment* and *emotional abuse* are synonymous terms (Leymann, 1990; Keashly, 1998; Einarsen et al., 2003; Bowling and Beehr, 2006). According to the study

requirement the stated definition was accepted: “the phenomenon of bullying has been defined as the repeated actions and practices that are concentrated towards workers, which are unwanted for the perpetrator, such actions either done purposefully or unintentionally can cause transgression, distress and humiliation” (Einarsen, 1999, pg. 17).

Bullying is a phenomenon based on multiple causes such as individual differences with respect to personality and interaction of an individual with situational factors (Salin, 2003). Narcissism can be described by the attributes of supremacy, power, privilege, and impressiveness. Machiavellianism denotes to interactive strategies that promote control, coldness and manipulative behavior to accomplish goals. Lastly, psychopaths have low responsiveness, fearlessness and they are adventure seeking (Jakobwitz and Egan, 2006). The previous literature confirms that narcissism (Stellwagen and Kerig, 2013; Reijntjes et al., 2016), Machiavellianism (Sutton and Keogh, 2000; Andreou, 2004) and psychopathy (Ragatz, Anderson, Fremouw and Schwartz, 2011) are related with bullying behaviours. As mentioned by Van Geel et al., (2017) that it has been found in the research by taking the sample of adults that dark personalities and workplace bullying are correlated with each other (Baughman, Dearing, Giammarco and Vernon, 2012).

2.3.6 Dark Triad (Narcissism, Machiavellianism, Psychopath) and Bullying Behaviour

According to different studies bullying is the most prevalent phenomenon in many countries, that is why it's worth investigating. Bashir and Hanif, (2011) has stated

that 52% Pakistani employees working in service sector are exposed to bullying in the six-months duration. According to Hoel et al., (2003) workplace bullying not only affects the employee's health but also damage the organizational functioning as a whole. The purpose of investigating the bullying as sole negative behavior for this study is its multi-causal nature which includes the interaction between personality traits and situational factors. Machiavellianism is a personality disorder or syndrome that is described as the exhibition of self-centred, egotistical and mean attitude towards people and society driven by "pragmatic morality and egocentric motivation" (Christie and Geis, 1970; Wilson et al., 1996; Jones and Paulhus, 2009). Machiavellianism personality treat partners as a means to achieve their goals and they meant to fulfil their vested interests and consider only what is profitable for them. They usually have high precedence for wealth, authority and power (Stewart and Stewart, 2006). Researches show that Machiavellians' have the disposition to opt for unethical means and behavior such as bullying others in the workplace (Bass et al., 1999; Kish-Gephart et al., 2010).

Prior studies confirm that Machiavellianism has the propensity to indulge in unethical behavior. In the self-report studies, Machiavellian's personalities confessed about their aggressive behavior as well as nonverbal and verbal hostility in the workplace (Locke and Christensen, 2007; Corzine and Hozier, 2005; LeBreton, Shiverdecker, and Grimaldi, 2018). The study conducted by Baughman et al. (2012) proved the significant association between Machiavellianism and bullying behavior. In another study, Machiavellianism was positively related with both being the perpetrator and victim of workplace bullying. It can be assumed that bullying is the way for Machiavellians to influence others. Their adverse view of others can result in bullying

others. It is assumed that Machiavellianism personality may be characterized as the perpetrators of bullying (Pilch, and Turska, 2015) in the service sector sample.

H3a: Machiavellianism has a positive relationship with bullying behavior.

Narcissism involves feelings of grandiosity, a sense of entitlement, and vanity. While these individuals appear egocentric, it has been observed that such individuals promote aggression (Washburn, McMahon, King, Reinecke, and Silver, 2004; Kerig and Stellwagen, 2010) and that aggression might be the defensive apparatus to protect their brittle self-esteem. Bushman and Baumeister (1998) are of the view that the cause of aggression among narcissists is when their interests are hurt. The threat to an individual's ego explains why personalities with strong self-esteem display aggressive behaviours (i.e. bullying) against others (Baughman, Dearing, Giammarco and Vernon, 2012; Fanti and Frangou, 2018).

Narcissists reflect grandiosity and superior self-concept and they do whatever it takes to maintain their extravagant self-worth such as criticizing others and bully others to safeguard their exaggerated personal achievements (Morf and Rhodewalt, 2001). Their need for admiration and social endorsement is quite difficult to achieve as they struggle to maintain hale and hearty relationships with others. They are easily offended by the criticism and mostly react aggressively to safeguard their ego. Hence there is a probability that they bully others to maintain their self-esteem (McCullough, Emmons, Kilpatrick and Mooney, 2003; Bushman et al., 2009; Kelly, Newton, Stapinski, and Teesson, 2018).

According to Baumeister, Smart and Boden (1996) personalities with high self-esteem (such as narcissism) is strongly related to dysfunctional behaviours. Individuals having high self-worth become aggressive in reaction towards minor threats to their self-esteem (Zapf and Einarsen, 2003). In line with the above argument, narcissists react towards others with despotic behavior for saving their threatened ego.

H3b: Narcissism has a positive relationship with bullying behavior.

Psychopath includes Impulsive, callous and unemotional attitude. Impulsivity, which is a multidimensional construct refers to a strong and quick response to any kind of threat or attack or suppression of social restraints (Kerig & Stellwagen, 2010). Callous and aggressive characteristics reflect cold behavior and lack of emotions which leads to aggressive behaviours such as bullying.

Psychopaths believe that they are superior to others due to which they behave indecently, aggressively and have the propensity to exploit others at work. Consequently, they carry the reputation of bully which is disadvantageous for their work life (Gustafson and Ritzer, 1995; Spain et al., 2014; Volmer, Koch, and Goritz, 2016). Psychopaths do not carry delicate egos and less likely to behave aggressively towards criticism (Hare, 1985). Such personalities are malevolent in nature and thus get pleasure by bullying and humiliating (Clark, 2005; Fanti, 2018). Psychopaths' impulsiveness leads them to violate social bonds. It has been proved in previous studies that psychopath is the strong predictor of aggressive workplace behaviors (Hare and Neumann, 2008; O'Boyle, Forsyth, Banks, and McDaniel, 2012; Cohen, 2018).

H3c: Psychopath has a positive relationship with bullying behavior.

2.4 Dark Triad and Impression Management

Dark personalities are considered to possess malevolent qualities like shrewd, reckless and social chameleons. They use different trait relevant behavioral strategies such as impression management to get what they want (Crawford, Kacmar, and Harris, 2018). One who knows the art of projecting themselves to influence others and mold their behavior according to situations can form the basis of activating narcissistic traits of charming behavior for not only gaining the attention but also exercise considerable control. If impression management is used for a crafty display of certain behaviors to form favorable self-image and a positive reputation, then such behaviors will trigger the strategic use of self-serving trait of Machiavellianism (Jones and Paulhus, 2010; Rauthmann and Will, 2011). Moreover, impression management is required to have a “chameleon-like nature” (Snyder, 1974) that will activate the self-presentational tendencies of dark personalities. As narcissism and psychopaths are interrelated with the extrovert trait (Jakobwitz and Egan, 2006), therefore they are supposed to be more aligned with impression management which is linked with feeling compensated in work context when it comes to self-presentation (Arkin, 1981; Ingold, Kleinmann, and Melchers, 2015). Particularly, narcissism needs to be associated with impression management as it is pertinent to the narcissists’ trait of taking joy in presenting themselves. Machiavellians have the propensity to strive to form positive reputations (Rauthmann, 2011), so such traits are associated with impression management if perceives the opportunity that requires positive self-image for achieving self-progressive outcomes.

H4a: Machiavellianism has a significant positive relationship with impression management strategy.

H4b: Narcissism has a significant positive relationship with impression management strategy.

H4c: Psychopath has a significant positive relationship with impression management strategy.

2.5 Impression Management and Outcomes

The present literature on IM has found a positive relationship in between soft self-impression management strategy and job performance from various research domains (Elliot, Aldhobaiban, Murayama, Kobeisy, Goclowska, and Khyat, 2018). Non-coercive impression management strategy is mostly led to high job performance assessments when used by the individuals who possess the art of effectively engaging in socially acceptable influence tactics (Grosser, Obstfeld, Choi, Woehler, Lopez-Kidwell, Labianca, and Borgatti, 2018).

Soft impression management strategy is considered as an expression of interpersonal effectiveness, that may predict the job performance if the work setting requires socially operative behaviours (Dipboye, Macan, and Shahani-Denning, 2012). According to the favourable views on impression management, incumbents who carry the socially acceptable self-impression may get more positive performance ratings on the job especially when performance ratings are obtained from subordinates who might

also be influenced by the impression management strategy of the candidates (Ingold, Kleinmann, and Melchers, 2015). The reasoning behind the Dark Triad preserving positive self-impression is to enrich their chances of achieving occupational status, satisfaction with career and job performance. Impression strategies will have a strong predictive effect on employee's performance and career progression (Frink and Ferris, 1998; Ferris, Fedor, and King, 1994; Barrick et al., 2009).

Wayne and Liden (1995) studied the positive effects of impression management on employee performance. It has been found in a laboratory experiment that individuals who engage in soft impression management strategies received more encouraging performance ratings than the incumbents who are lacking in such influential strategies. IM is significantly and positively related with the encouraging performance compliments and recommendations (Wayne and Kacmar, 1991). It has also been proved in the study undertaken by Zivnuska, Kacmar, Witt, Carlson, and Bratton (2004) that assertive IM tactics are positive predictors of job performance ratings by the peers. The results directed that individuals who performed IM in a great deal were most certainly obtained high-performance endorsements when such individuals possess social skills, and the ones who lack social skills were received low-performance acknowledgments (Harris et al., 2007).

An excessive amount of research is needed to develop an understanding of the relationship in between IM and career success. In the organizational context, interpersonal influence strategies (i.e. soft IM) are related to career progression (Ferris, Fedor, and King, 1994). Impression management can be an effective strategy for career success. Both men and women use influence tactics (such as positive IM) to advance

their careers. Women who manage favourable impressions are likely to achieve higher career status and satisfaction (Wayne and Kacmar, 1991). It has been found in the study of Judge and Bretz (1994) that impression management tactics were a positive predictor of both subjective and objective career success. The strategic use of impression management by the top managers directed towards their CEOs increase their chances of career advancement. Non-coercive IM is useful for individuals who lack interpersonal skills (Westphal and Stern, 2006, 2007).

The coercive/hard impression management strategies are least encouraging and cause negative consequences such as bullying. Such strategies reduce the compliance and increase the resistance; therefore, it has been indicated in the studies that soft impression is more reliable than hard ones (Yukl, Falbe and Youn, 1993; Van Knippenberg and Van Knippenberg, 2007; Doroszewicz, Gamian, Wilk, and Meyer 2017). High self-monitors are skilful in crafting positive self-impressions towards others. This proposes that incumbents who are involved in the positive impression management are liked by their subordinates and they are less likely to indulge in negative interactions (such as bullying) with their peers (Turnley and Bolino, 2001). In the context of workplace bullying, individuals who are good impression managers regulate their behavior in a socially acceptable manner (Farrell and Nordstrom, 2013).

The aim of a perpetrator displaying the soft impression management tactics is to modify the target's behavior. IM is a form of non-coercive manipulation for changing the target/victim belief of negative behavior (Pratkanis, 2007; Dolinski, 2016). According to Gamian-wilk, Wilk and Meyer (2017) workplace bullying is the procedure which includes manipulation for changing the targets perceptions of

bullying. Any kind of manipulative tactics such as impression management is viewed as a form of assertive social influence which may initiate the target's acceptance of perpetrator's bullying behavior rather than raising a voice against it. It means that perpetrators can use the manipulative tactics such as impression management to initiate the bullying by making the target receptive of such negative behavior. As stated by Zapf and Einarsen (2003) that targets that are low in self-esteem and having lack of social skills are drawn towards bullying behavior. The reason is that such targets are unable to differentiate between positive and negative exploitation due to the lack of interpersonal skills that's why they see the impression management as a form of manipulation/exploitation by the perpetrator for keeping up with their negative behavior because of the target low self-esteem and lack of interpersonal skills. It has been reasoned that having high impression management might be looked upon as fake, dishonest and insincere by the others instead of being viewed as likable and dedicated (Wu and Lebreton, 2011), for example if employee is carrying the impression of being friendly, hardworking and accomplished that might perceive as a false/fake pretence by the employee's subordinates within the work setting and they still see such employees as culprit of bullying.

H5a: Impression management has a positive relationship with job performance.

H5b: Impression management has a positive relationship with career success (Subjective and Objective).

H5c: Impression management has a significant relationship with bullying behaviour.

2.6 Soft Taxonomy of Impression Management

The idea of people using conscious techniques (impression management) to facilitate others thinking positively of them probably goes back thousands of years (conscious in this context refers to being fully aware of what you are doing). Impression management is known with the famous statement of William Shakespeare, written in *As you like it*: “The world is a stage, all the women and men are just players. They have their entrances and exits, and one person plays many parts in his/her time”. Shakespeare’s famous words are still quoted frequently in impression management books and articles. Impression management (IM) means that the individuals try to control other’s acknowledgments and portray the image of themselves in a manner they desire to be understood by others (Tedeschi and Riess, 1981).

A broad taxonomy developed by Jones and Pittman (1982) recaptures the various behaviors in impression management that have been identified by previous researches in an effort towards facilitating the associations of research in impression management. For this purpose, speculative groupings of five soft and hard impression management strategies have been worked out which are mostly used by individuals at times. The soft side taxonomy which is having relevancy with the dark triad concept includes: *self-promotion*, which reflects that the individuals mention their strengths and achievements in order to appear as competent in the eyes of the observers; *ingratiation* stands for the use of flattery and buttering attitude in order to curry favors and likeness from the observers; *exemplification*, in which the individuals go and perform tasks by going out of the way in order to get appreciation and recognition as dedicated workers by the observers.

As indicated by Barrick Mount and Li (2013) the emphasis ought to be on individual insights of situational attributes, although the situational characteristics such as task/job itself and the social facets of the work are exterior to the individual. Dark triad personalities (Machiavellianism, Narcissism, and Psychopath) are expected to be more sensitive to those job and behavioral attributes that strengthen their personality characteristics. Situational cues offer individuals (possessing dark traits) with opportunities to get connected with others in obliging and pleasant way for accomplishing purposeful endeavors. In line with the above contention, this study emphasizes that if the situational context of the work provides the favorable setting for dark triad to make their personalities presentable through IM behavior, then they may achieve significant work consequences.

2.6.1 Mediating Role of Soft Impression Management Strategies between Dark Triad and Outcomes

The modern-day roots of scientific study about impression management are ascribed to the sociologist Erving Goffman (1959) who considers people as actors, likable in their performances according to different settings in front of the audience. The key task of a performer is to construct a self-image. The impressions a person creates is a major part of his/her identity or personality. People attempt to control their image or identity they portray to relevant people in the work environment. The end state individuals hope to attain could be social, materialistic or psychological (Khilji et al., 2010), in case of Narcissism, Machiavellianism, and Psychopath the outcomes could be to attain the image of not being perpetrator of bullying others and to achieve thriving career and job performance. Being perceived by the supervisor and peers in a positive

way may lead such personalities to show positive behaviours (soft IM) for achieving high job performance and career satisfaction.

In the present times, the world has been transformed into a global village, it is generally accepted that in order to promote employee's motivation and boost their morale, the creation of positive self- image at workplace plays a significant role (Barsness et al., 2005; Smith and Webster, 2017). Consequently, impression management (IM) has developed as a significant and well-known process whereby the social, materialistic and psychological goals related to any organization can be fulfilled. Roberts (2005) argues that individuals who are successful in creating a sustainable professional image are seen as the ones who can achieve their job objectives and the social expectations associated with it. Other research also indicates that impression management has a significant impact on individual success, advancement opportunities, career progression and accomplishment of social approval in organizations (Gould and Plenley, 1984; Wayne and Ferris, 1990; Judge and Bretz, 1994; Stevens and Kristof, 1995; Gilmore, Stevens, Harrell-Crook, and Ferris, 1999).

Situational aspects provide dark triad with opportunities to network with others in accommodating and amicable ways (by showing positive IM) for accomplishing intentional strivings (Barrick, Mount and Li, 2013; Peck and Hogue, 2018). In accordance with the above argument, this study focuses that the trait-pertinent situational context (i.e. job autonomy and role ambiguity) in the workplace provides the opportunity to the dark triad personality (Narcissism, Machiavellianism and Psychopathy) for accomplishing prosperous and outcomes through the positive display of impressions. By Relying on trait activation theory, it is advocated that dark triad is

known to move smoothly in the workplace by showing the behavioral-based skills of having good self-image on others for promoting their self-serving interests (Paulhus and Williams, 2002, Wood, Lowman, Harms, and Spain, 2019). Indisputably, impression management become responsive in the trait-relevant situational stimuli. When incumbents are in the real world of work, they skillfully mold their self-presentations (Godfrey, Jones and Lord, 1986; Holden and Evoy, 2005).

Some researchers focus on personality as a direct predictor of behavioral expression (Hogan and Roberts, 2000; Hogan, 1991). The prime element of this perception is that occupants are motivated either for getting along or getting ahead of others for achieving workplace outcomes. Secondly, self-view of personality (i.e. self-identity) is different from personality viewed by others (i.e. positive reputation). Narcissism, Machiavellianism and psychopath traits possessed by incumbents will get ahead of others (Hogan, 2007), through the trait expressive social skill of being viewed favourably by others (i.e. positive IM). This study offers the amalgamating framework for further study of dark personalities of narcissism, Machiavellianism, and psychopath in the theoretical and practical quests. The primary concept of the proposed model in this study is to channelize the functional and productive side of dark triad by moderated-mediated investigations.

It is been highlighted in the prior studies that “*Individual uniqueness and their dispositional tendencies to behave in distinguishable ways are relied upon the trait-relevant situational context*” (Tett and Guterman, 2000, p. 398). Behavioral interpretation is dependent on context; activation and understanding of particular trait expressions demand the relevant situational stimuli (Tett and Burnett, 2003). The

principal of trait activation embraces that personality attributes are expressed in response to trait-relevant situational cues. Situational demands exert pressure on incumbents to act in trait relevant ways (Tett and Guterman, 2000; Wang et al., 2017). A situation can be relevant to trait if it is facilitated by cues, response to such cues indicate the person's standing on the trait. It is advocated in the prior study that relationship between self-report trait measures and behavioral skills are stronger in situational cues appropriate for such expressions. The role of moderating factors within the situation may steer the trait for its appropriate behavioral expression. The important feature of the situation is its relevancy with the trait that makes it realistic and practical for the anticipation of relevant personality attributes rather than irrelevant ones (Tett and Guterman, 2000; Tett and Burnett, 2003). In line with the above notion the expected expression of narcissist, machiavellianistic and psychopath traits of self-progression, need gratification, social chameleon's and supremacy can be triggered by successfully maneuvering their self-serving propensities through the behavioral based strategies of ingratiation, self-promotion, and exemplification, which may help dark triad in gaining favorable reputation of being friendly, hardworking and model employee.

Dark personality is linked with the interpersonal skills i.e. to take care of relationships with others as remarkable performances made to gain attention and make impressions (Snyder, 1987). Individuals who are possessing the characteristics of narcissism, Machiavellianism and psychopath are recognized to maneuver efficiently through IM strategy to market their self-serving passions (Paulhus and Williams, 2002). To see to it, they require conduct-based abilities to control their social enactments (Rauthmann, 2011). Dark personality acquires a behavior to control the impressions and overt observations that others have about them (Snyder, 1974, 1987). Dark

personalities require behavioral flexibility (through soft IM tactics) to effectively accomplish through others (such as career success and job performance) (Baumeister and Tice, 1986; Smith and Webster, 2017).

Many scholars like (e.g. Ashford and Northcraft, 1992; Wayne and Green, 1993; Wayne and Liden, 1995) have noted that impression management is common in the workplace. It has been observed that dark personalities rely on the use of strategies, considered desirable and beneficial, in order to make a positive impression on others. However, performance is an indicator of employee's ability and competency, therefore high performers are a valuable resource for the organization (Blickle, Schutte, and Genau, 2018). In line with this argument, those who possess dark personality traits are competitive, strategic and self-centred (Jones and Paulhus, 2010; Jonason, Li, and Teicher, 2010), individuals with such traits are inspired to enhance their self-image, to be more valued and viewed favourably by others (Yun, Takeuchi & Liu, 2007) which will help them to enhance their performance. Good impression management may provide opportunities to dark personalities for demonstrating their talents, effectiveness, and knowledge to appear successful and competitive (Stevens, 1997).

Great level of self-glorification is the hallmark of narcissism; however, personality psychologists consider the narcissism as a personality type instead of disorder (Rhodenwalt & Peterson, 2009). Narcissism comprises of extravagant view of self-appraisal, success and a desire to have an appreciation from others (Morf & Rhodenwalt, 2001). Narcissism values are based on authority and control (e.g. I am a great person), grandiosity (e.g. I like being the centre of attention) and a sense of privilege (e.g. I insist to get the respect that I owe) (Raskin and Hall, 1979).

Narcissists overstate their achievements and seek out favourable image (Campbell, 1999; Resick, Whitman, Weingarden and Hiller, 2009). Narcissists appear self-promoting to others (Buffardi & Campbell, 2008). They involve in activities that enrich their self-image and have the enduring need for approval and admiration. In order to reduce the threat to their egotism and a grandiose image, they modify their interactive dealings to maintain the positive impression they try to make on others (Leary and Kowalski, 1990). Focusing on how one's influences others and altering one's behavior could possibly be the basis of narcissistic alluring behavior to get attention and exert control (Jones and Paulhus, 2010) by utilizing the sociable skill of impression management for achieving success and performance in the world of work.

According to Hogan and Kaiser (2005), self-centered individuals can easily win success and advancement because most of the time they are indulged in self promotability, and impression management to curry favor with superiors (De Vries and Miller, 1986; Vohs, Baumeister and Ciarocco, 2005). Narcissists have inclinations to involve in self-enhancement and self-portrayal activities (Raskin, Novacek and Hogan, 1991) which may make them attractive and pleasant momentarily but in the long run such individuals find it difficult to maintain their self- image and long-lasting successful relationships as they are not caring by nature (Morf and Rhodewalt, 2001). For overcoming the problems of work-related interactions, narcissists should adopt the soft taxonomies of impression management i.e. self-promotion, ingratiation and set the example of being devoted by going above and beyond the call of obligation. Research showed that narcissists perform well by managing their impressions (Campbell, Hoffman, Campbell, and Marchisio, 2011) that possibly help them to obtain high career success (i.e. career status and career satisfaction).

Some self-recognition constructs, for example, narcissism might be characteristically attached to reaction patterns that are expressive of positive impression management or unrealistically positive self-evaluation. In that capacity, self-reports of narcissism and propensities to take part in impression management or to self-improve may go hand in hand. Socially attractive/desirable reaction patterns do not pose risk to the legitimacy of self-reported narcissism as such, yet they could play a role in self-improvement on factors, such as relationships with others and appropriate behavioral display, as a function of narcissism. In other words, if narcissism is combined with socially alluring/attractive responding then it may relate to retreating of one's engagement in unethical behaviors such as bullying (Barry, Lui, and Anderson, 2017; Barry et al., 2015).

Narcissism includes a self-presentational style intended for being seen positively by others, narcissism includes fantasizing about one's worth or achievements and explicit attempts to influence oneself seem praiseworthy through forfeit, those attributes likely predict one's inclination to engage in impression management (Barry et al., 2015). On the contrary, someone who supports the narcissistic propensities might use soft strategies to manage their impressions for acquiring positive reputation from others. However, individuals possessing dark traits might apply the soft taxonomies of impression management to achieve admiration from others (Morf and Rhodewalt, 2001).

H6a: Impression management mediates the impact of Narcissism on Career Success (Objective and subjective).

H6b: Impression management mediates the impact of Narcissism on Job Performance.

H6c: Impression management mediates the impact of Narcissism on bullying behavior.

The psychopath has been described as adventure seeking and impulsive in a combination of less empathizing attitude and emotions (Babiak and Hare, 2006; Hare, 1985; Skeem, Polaschek, Patrick and Lilienfeld, 2011). Psychopaths are generally regarded as the people who show animosity and negative feelings and believe in them being superior to others along with the propensity of self-progression (LeBreton, Binning and Adorno, 2006; Lynam and Widiger, 2007). They seek out instant fulfillment of their wants (Hare, 1999; Cleckley, 1976). It is presumed that such traits should indulge in the self-promotion and exemplification related impression strategies which are aligned with their nature of self-progression, the gratification of their needs and belief in their own supremacy. Success in a career can be accomplished through the help of powerful and influential networks or third persons and psychopath might attain lower career success because of the inappropriate self-presentation (Boddy et al., 2010). Psychopaths are fearless, confident, charismatic and focused, these tendencies might achieve them high career success by practicing appropriate impressions of self-promotion, exemplification, and ingratiation (Spurk, Keller and Hirschi, 2016). Impression management strategies related to soft taxonomy will also protect the narcissists and psychopath's fragile self-esteem, superiority, and egoism, as harm to them tempt dark personalities to bully others.

Regardless of the various negative outcomes of corporate psychopathy, there are few advantages and attributes that may be attractive to organizations. Babiak et al., (2010) recommended that corporate psychopaths progress because they are knowledgeable in managing their impressions, nevertheless, this theoretical assumption has not tested yet. If self-presentation can be used to manipulate the interpersonal situation in one's favour (for achieving job performance and success in career), then the association of impression management with psychopathy should be expected (Snyder, 1974; Sheridan, 2017). A potential clarification for the success of corporate psychopaths in the work context is the utilization of impression management (Babiak et al., 2010). Impression management could be a person's effort to change or craft an appearance of oneself to the spectators, and to establish power in the conditions where there are limited resources (Bolino, Kacmar, Turnley, & Gilstrap, 2008; Kacmar and Baron, 1999; Kaur, 2018). Having the ability to introduce oneself favourably within the eyes of others, might make a case for the success of subclinical psychopaths. If a corporate psychopath is well skilled in managing their impressions, they may possibly use diverse impression management tactics/strategies relying upon to whom they are introducing themselves (Mann, 2017).

H7a: Impression Management mediates the impact of Psychopath on Career success (Objective and subjective).

H7b: Impression Management mediates the impact of Psychopath on Job performance.

H7c: Impression management strategy mediates the impact of Psychopath on bullying behavior.

Machiavellianism is a manipulative personality which exploits others and concentrates solely on their self-regard (Wu and LeBreton, 2011; Christie & Geis, 1970). For achieving their goals, they manipulate others by maintaining the impressions of being competent and dedicated along with being seen as liable by gratifying others or giving preferential treatment to others. According to Jonason, Slomski and Partyka (2012) exchange of favors and ingratiation may shape up workplace friendships. Such kind of friendships can be later utilized for career success and performance enhancement. Workplace friendships may help dark triad to get the favors from their peers and superiors without indulging in antisocial behaviors (such as bullying). Machiavellianistic individuals apply soft strategies for managing their impressions of being ingratiating, self-promoted, and an exemplary employee, such kind of self-presentation is socially acceptable within the service-oriented work situations (Jonason et al., 2012) and are likely to enhance their career success.

Machiavellian personality treats partners as a resource for achievement and in the realization of their anticipated aims and goals, they use any possible means in order to account for what is profitable for them. For them achievement and occupational status (career success factors) are of vital importance (Stewart and Stewart, 2006). Narcissists appear egocentric and may indulge in behaviors to safeguard their fragile self-esteem (Washburn, McMahon, King, Reinecke & Silver, 2004). Their threatened egoism explains their indulgence in bullying against others (Baughman, Dearing, Giammarco and Vernon, 2012). Mach's impulsive and unemotional characteristics reflect personal coldness such as lack of empathy which leads to bullying behaviors. In the view of above arguments, the positive effects of the dark triad on bullying can be

diminished by displaying the positive image of being dedicated, accomplished and likable employee by others.

Impression management strategies will help Machiavellianism to achieve their self-interest and fulfill their priority of status/promotion and performance. Dark triad (Narcissism, Machiavellianism, and psychopath) regulate their expressive self-presentation and act in a socially appropriate way to create favourable impressions on others (Snyder, 1987; Kowalski, Rogoza, Vernon, and Schermer, 2018). Individuals who exhibit ingratiation and reason at work have a brighter chance of succeeding in their careers such as promotions and salary increase (Higgins, Judge, & Ferris, 2003). Dark triad engagement in soft impression strategies that are perceived as valuable and beneficial opportunity to achieve career success, job performance and weakens their bullying behavior towards others.

If self-presentation skills (i.e. IM strategies) are used for the tactical demonstration of certain socially acceptable behaviours to craft beneficial impressions and an affirmative reputation (for accomplishing performance and success in career), then relationship of impression management practices with Machiavellianism should be expected positively (Jones & Paulhus, 2010; Rauthmann & Will, 2011; Maher, Gallagher, Rossi, Ferris, and Perrewe, 2018). Machiavellianism and Narcissism may be constructive for succeeding in one's career only if they make them presentable in the eyes of their superiors and subordinates (Petrenko et al., 2016).

H8a: Impression Management mediates the impact of Machiavellianism on career success (Objective and subjective).

H8b: Impression Management mediates the impact of Machiavellianism on job performance.

H8c: Impression management plays the mediating role in the correlation between Machiavellianism and bullying behavior.

2.7 Moderation based on Trait Activation Theory

Trait activation theory establishes the direct association between personality traits and trait-based situational cues (Castille, Bckner and Thoroughgood, 2016). According to trait activation, the situations vary in accordance with the extent to which they motivate the expression of trait-relevant behavior (Tett and Guterman, 2000). The previous researches reveal that individuals with dark personalities are prone towards economic opportunism (Sakalaki et al., 2007) and tend to opt for careers which have greater opportunities to acquire power and entitlement (Hunt and Chonko, 1984). Individuals possessing dark triad traits are capable of obtaining needed resources from others without experiencing disfavour and positively contribute to collective goals. Dark triad individuals are driven to compete, tactical in their thinking style and utilize their manipulative skills to navigate complex power dynamics in work context (Jones and Paulhus, 2010). They may use such abilities to execute the strategies of ingratiation (to be regarded as likable by gratifying others or giving favours to others), self-promotion (to be observed as competent by propagating their abilities and achievements) and exemplification (to be regarded as devoted by going above and beyond the appeal of duty) if there is a clear strategic advantage for them. Their manipulateness and selfishness can be channelized by two ways, firstly by permitting them high job autonomy in the work situation which in turn will motivate them to

indulge in more self-enhancement strategies (such as impression management strategies) (Belschak et al., 2015). Secondly by allowing them to expand the scope of their roles that are aligned with their self-serving behavior (such as display of positive impression management strategies) for achieving thriving outcomes.

2.7.1 Job Autonomy

Autonomy is defined as "the extent to which the job provides considerable free will, liberation, and freedom of choice to the individual for scheduling the work by themselves and shaping the procedures to carry it out" (Hackman and Oldham, 1976, p. 258). Job autonomy indicates the employee's ability and independence to make judgments about his/her job activities (Witte, Verhofstadt and Omev, 2007). Autonomy is a concept that overlaps with the reverse of constraints due to the fact that both autonomy and constraints gauge the extent of those outside sources which may influence the behavioural options available to the individuals (even though "constraint" is a wide-ranging construct that accesses the degree to which behavioral preferences of individuals are minimized by any kind of external source whereas "autonomy" emphasizes on the liberty and freedom granted by the job itself without the interference of any outside source) (Meiksins and Watson, 1989).

2.7.2 Role Ambiguity

Role ambiguity is generally defined as the absence of strict instructions about a specific role and the expectations from that (Rizzo, House, and Lirtzman, 1970;

Breaugh and Colihan, 1994). Information and directions for a job include assignments, job duties, objectives, responsibilities and job situations.

2.7.3 Moderating Role of Trait Activators (i.e. Job Autonomy and Role Ambiguity)

It is a general thought, among the psychologists, that behavior is the joint outcome of the personality differences and the situations (Cronbach, 1957; Weiss and Adler, 1984; Chatman, 1989; Mischel and Shoda, 1995; Hatrup and Jackson, 1996; Mischel, 1999). Many theorists have argued that fragile situational cues are among the most significant situational forces to be considered (Hatrup and Jackson, 1996; Hough and Oswald, 2008; Murphy, 2005). Weak situational cues (such as ambiguous roles and autonomy) are speculated to become the cause of building psychological pressure on the individual which either involves him or refrains him from a particular course of action; this pressure, as a matter of fact, is created in order to reduce the negative in-role behavioral discrepancy and increase the functional consequences. Weak situational cues are described by unclear expectations (in terms of roles), permits the changeability in the behavioral responses (Beaty, Cleveland, and Murphy, 2001). The significant correlation between dark triad and behavior (i.e. in-role behavioral disposition of impression management in this study) can be described with the trait activation theory, which suggested that the relationship (in between DT and in-role behavior) is moderated in the presence of weak situational cues (Weiss and Adler, 1984).

The association between dark triad and behavioral outcomes depends on the situational context (i.e. job autonomy and role ambiguity in this study). Dark personalities bloom in amorphous roles, where instructions are not clearly communicated and they can mould the situation (Becker and O’Hair, 2007; Jones and Paulhus, 2009) for achieving positive in-role behaviours (such as soft behavioral impressions). Previous researches substantiate that the dark personalities (such as dark triad) poorly perform in the job contexts which are highly controlled (O’Connor and Morrison, 2001). This study emphasized on an interactive situational context of role flexibility (role ambiguity) and autonomy to investigate the relationship between dark triad (Narcissism, Psychopath, Machiavellianism) and positive in-role behavior (i.e. soft impression management).

The significance of situational influences on behavior has been debated by some of the researchers but little effort has been devoted in defining and categorizing the situational cues (Beaty, Cleveland, and Murphy, 2001). As suggested by Hatstrup and Jackson (1996), that situations can be defined and classified according to the situational attributes which includes job and social norms/demands. In weak or loosely defined situational attributes, where job environments are ambiguously designed in the expression of appropriate behavior. Likewise, personality has a strong significant relationship with the behavioral outcomes (e.g. impression management) in the presence weak situational indicators as compare to strong situations (Hough and Schneider, 1996).

Across four laboratory experiments, Wallace and Baumeister (2002) demonstrated that narcissists (as compare to non-narcissists) perform well in situations

(such as difficult/challenging and autonomous roles) where the prospect for self-enhancement (i.e. impression management) is high (Roberts, Woodman and Sedikides, 2018). This study is consistent with the above-stated argument that dark personalities (Narcissism, Psychopath and Machiavellianism) in-role behavioral tendency (i.e. IM) is context specific. Such personalities act smartly and are keenly aware of opportunities for self-enhancement provided by the situational mechanisms.

H9a: Job Autonomy moderates the relationship in between Narcissism and Impression Management, the relation is stronger in the presence of high Job Autonomy.

H9b: Job Autonomy moderates the relationship in between Machiavellianism and Impression Management, the relation is stronger in the presence of high Job Autonomy.

H9c: Job Autonomy moderates the relationship in between Psychopath and Impression Management, the relation is stronger in the presence of high Job Autonomy.

H10a: Role Ambiguity moderates the relationship in between Narcissism and Impression Management, the relation is stronger when role ambiguity is high.

H10b: Role Ambiguity moderates the relationship in between Machiavellianism and Impression Management, the relation is stronger when role ambiguity is high.

H10c: Role Ambiguity moderates the relationship in between Psychopath and Impression Management, the relation is stronger when role ambiguity is high.

2.8 Moderated-Mediation: Role of Job-focused Situational Factors

2.8.1 Job Autonomy

There are few situations in which functional traits might be less attractive and dark traits may be more appropriate, and revealing these logical triggering moderators will enrich our understanding (Smith et al., 2018). For instance, occupation having autonomy plays an important role in the viability of certain behavioral tendencies tied to dark traits. There might be certain employments (possessing job autonomy) in which individuals high in dark traits prosper (in terms of career success) and, alternately, certain professions where a high level of bright traits prevent the effective working (Hogan and Hogan, 2001).

Occupations with autonomy (such as freedom of decision making, work techniques and work planning) and enhanced social roles (that stresses the constructive interaction with other colleagues, improvement of interpersonal relations and exchange of support with others) (Grant, 2007; Grant and Parker, 2009) have been found to significantly identify with work consequences (e.g. job performance) (Humphrey et al., 2007). Consequently, if individuals (possessing dark traits) see the situation (job and social based) significant to them then they will “swim upstream”. The situation can be the source of flourishing and constructive outcomes if it satisfies the individual preferences.

Individuals (i.e. dark personalities) who struggle for autonomy, if provided with high autonomy work situations, discover the situation exceptionally important and have

more independence to explore and investigate by applying different approaches at work and to fulfil the dark propensities courageous and dominance nature. When individuals (such as dark triad) crave for independence but work in a situation that cannot be controlled, they encounter dissatisfaction or blocked accomplishments (Langer, 1975), which may lead to counterproductive work behavior such as bullying, lack of job performance and career success.

Job autonomy states the representative's capacity or freedom to make judgments about his/her work activities (De Jonge and Kompier, 1997; De Witte, Verhofstadt, and Omey, 2007). Jobs with less autonomy may activate negative effects and strain in dark propensities which might be diminished by directing adverse acts towards others (Baillien, Cuyper, and Witte, 2011).

Autonomy provides employees with room for self-determination. They are able to choose alternative ways of approaching tasks and experience more ownership which directly impacts the self-serving behaviours. Such increased self-determination and opportunity to use one's full autonomy, in turn, stimulates employees' behaviours (such as the behavior of managing impressions) (Deci & Ryan, 1985; Hackman & Oldham, 1980). Jones and Paulhus (2009) suggested, that autonomy reduces the toxic effects of the dark triad (Narcissism, machiavellianism, and psychopathy) and the attainment of autonomy indicates one is capable of suppressing or hiding many of the relationally damaging behavioral strategies (such as hard impression management strategies) associated with these syndromes.

Job autonomy generally refers to the freedom enjoyed by the workers in the workplace. It means that the employees are given free hand to decide about their work matters. This may include the decisions related to the tasks, how the tasks are to be performed, what kind of tasks are to be catered and also how to manage and handle the anticipations attached to a task (Hackman and Oldham, 1975). In relation to the trait activation theory, it is generally considered that the liberty which is available to the employees in making job-related decisions tend to develop chances for them to be able to act in ways which are relevant to their personalities (Yee Ng, Ang, and Chan, 2008). The availability of more chances to solve complex problems and take job related decisions with considerable freedom offers more opportunities for dark triad (Narcissism, Machiavellianism and Psychopathy) to take the lead, to be able to communicate effectively and influence others on their ideas (e.g. Parker, Williams, & Turner, 2006) which is aligned with the energetic and commanding nature of the dark triad. Hence the interactive effects of dark triad and autonomy may lead to positive discretionary behaviors (such as impression management) for achieving flourishing outcomes and weaken their relation with socially aversive behavior (such as bullying). According to Humphrey, Nahrgang & Morgeson, (2007) having autonomy on the job promote experienced meaningfulness of the job which will lead the incumbents for carrying out positive behavioral outcomes (through impression management behavioral strategies).

According to O'Boyle, Forsyth, and McDaniel (2012) Machiavellian personality is generally believed in the effective use of manipulative actions while dealing with others (e.g. they never uncover the actual reason of doing something unless it is beneficial to do so). Their ethical outlook puts realism and practicality above code

of conduct or principles (e.g. they believed that it is hard to be successful without cutting corners here and there). They are skilful manipulators of others (Dahling, Whitaker and Levy, 2009). They can be more efficient in their jobs if provided with natural and less structured job environment (e.g. the situations which provide the autonomy on the job and uncertainty in the roles). On the contrary, if the organization structure is providing lack of job autonomy and strictly defined roles, Machiavellianism career success will likely to decrease (Ferris et al., 2005) because such organizational settings do not provide dark triad the opportunities of executing the impression management strategies for enhancement of self-image.

In relation with the trait activation theory, it is expected that the presence of independence and opportunity for dark triad (narcissism, Machiavellianism and psychopath) to make job-related decisions create vital opportunities for such individuals to perform in ways that match their personality (Parker, Williams, & Turner, 2006) and strengthen their indulgence in impression management strategies (which will be helpful in depicting their positive self-image).

In the premise of above arguments, this study presumes that dark triad (narcissism, Machiavellianism and psychopath) in the independent/autonomous work situations may likely to demonstrate valued behaviors (such as soft impression management) that ultimately will lead to high job performance, career success and diminished the positive bullying behavior.

H11a: Job autonomy will moderate the mediated effects of Narcissism on career success via Impression management strategy, in a way that the mediated effects would be stronger in the presence of high job autonomy and vice versa.

H11b: Job autonomy will moderate the mediated effects of Machiavellianism on career success through Impression management strategy, in a way that the mediated effects would be stronger in the presence of high job autonomy and vice versa.

H11c: Job autonomy will moderate the mediated effects of Psychopath on career success via Impression management strategy, in a way that the mediated effects would be stronger in the presence of high job autonomy and vice versa.

H12a: Job autonomy will moderate the mediated effects of Narcissism on job performance via Impression management strategy, in a way that the mediated effects would be stronger in the presence of high job autonomy and vice versa.

H12b: Job autonomy will moderate the mediated effects of Machiavellianism on job performance via Impression management strategy, in a way that the mediated effects would be stronger in the presence of high job autonomy and vice versa.

H12c: Job autonomy will moderate the mediated effects of Psychopath on job performance via Impression management strategy, in a way that the mediated effects would be stronger in the presence of high job autonomy and vice versa.

H13a: Job autonomy will moderate the mediated effects of Narcissism on bullying via IM strategy, in a way that the mediated effects would be stronger in the presence of high job autonomy and vice versa.

H13b: Job autonomy will moderate the mediated effects of Machiavellianism on bullying via IM strategy, in a way that the mediated effects would be stronger in the presence of high job autonomy and vice versa.

H13c: Job autonomy will moderate the mediated effects of Psychopath on bullying via IM strategy, in a way that the mediated effects would be stronger in the presence of high job autonomy and vice versa.

2.8.2 Role Ambiguity

When incumbents are given strict job requirements i.e. when the instructions strictly define the beginning, the processes and how the task will end, then the employees are unable to act according to their personality. The role ambiguous situations provide liberty to the employees to define the processes which are necessary to succeed (Meyer et al., 2011). In such trait relevant situation, personalities such as a dark triad, who are highly competitive and assertive are expected to state their roles broadly than others which in turn motivate them to carry the positive discretionary self-image.

The employees are required to define their goals by themselves in situations which provide role ambiguity. Such setting of goals by the employees can be the significant indicator of their potential, abilities, and competency and speaks of the talents one has especially when task anticipations and task goals are not sternly defined. The higher the ambiguity provided to the employees by the organizations in defining their roles, the more these self-set goals can impress other people. Therefore, those dark employees who are possessing personality traits of superiority and dominance may enhance their self-image by setting up more challenging goals for themselves (e.g., Locke & Latham, 1990) which leads achieving functional consequences. In the presence of low role ambiguity, the employees are unable to exercise their freedom of choice for comprehending their job requirements because they know what is expected

of them (Yun, Takeuchi and Liu, 2007). In such a clearly defined (less ambiguous) situation, dark triad personalities direct their efforts and only focus on what is planned for them expected instead of what they want to focus on their job. It can be concluded that when there is role clarity, dark traits are less motivated to usefully present themselves or enhance their self-image through impression management.

Morrison (1994) found that if the employees defined their roles broadly then there is a possibility of exhibiting behaviors in the form of impression management. When the situational cues provide the job characteristic of role ambiguity then dark personalities have much more liberty and choices to improve the different versions of their job requirements, such trait relevant situations make the triad conscious to enhance their self-image or self-concept (through successful impression management).

Jobs that are enriched allows individuals to actively participate in setting the expectations they have from their self-prescribed roles and the freedom to deal with the problems they encounter regarding role clarification. If role expectations are ambiguously sent to the role occupier then they may be able to apply greater decision choices and personal judgments in describing their own role prospects (Abdel-Halim, 1978) which results in the high motivation of individuals possessing dark traits to refine their self-concept or self-image (by IM).

This study argues that if the dark personalities including Narcissism, Machiavellianism, and Psychopathy (having characteristics of impulsivity, aggressiveness, and entitlement) possess role ambiguity, it will strengthen the

relationship between dark triad and positive management of their impressions along with the underlying process of dark triad-functional outcomes.

H14a: Role ambiguity will moderate the mediated effect of Narcissism on career success (objective and subjective) through Impression management, in such a way that the mediated effects would be stronger in the presence of high role ambiguity and vice versa.

H14b: Role ambiguity will moderate the mediated effect of Machiavellianism on career success (objective and subjective) via IM, in such a way that the mediated effects would be stronger in the presence of high role ambiguity and vice versa.

H14c: Role ambiguity will moderate the mediated effect of Psychopath on career success (objective and subjective) via IM, in such a way that the mediated effects would be stronger in the presence of high role ambiguity and vice versa.

H15a: Role ambiguity will moderate the mediated effect of Narcissism on Job performance via Impression management, in such a way that the mediated effects would be stronger under high role ambiguity and vice versa.

H15b: Role ambiguity will moderate the mediated effect of Machiavellianism on Job performance via IM, in such a way that the mediated effects would be stronger under high role ambiguity and vice versa.

H15c: Role ambiguity will moderate the mediated effect of Psychopath on Job performance via Impression management, in such a way that the mediated effects would be stronger under high role ambiguity and vice versa.

H16a: Role ambiguity will moderate the mediated effect of Narcissism on bullying behavior through Impression management, in such a way that the mediated effects would be stronger in the presence of high role ambiguity and vice versa.

H16b: Role ambiguity will moderate the mediated effect of Machiavellianism on bullying behavior via Impression management, in such a way that the mediated effects would be stronger in the presence of high role ambiguity and vice versa.

H16c: Role ambiguity will moderate the mediated effect of Psychopath on bullying behavior via Impression management, in such a way that the mediated effects would be stronger in the presence of high role ambiguity and vice versa.

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Research Design

Business and management researchers should be aware of research philosophies to make the appropriate choice of research strategy, as this has a significant impact on the research understanding and what it is to investigate (Johnson and Clark, 2006). Interpretivism research philosophy helps to understand the individual differences regarding their roles as social actors. It is necessary to interpret the individual actions and adjust them according to our own meaning. This research approach is highly applicable in the fields of organization behavior and HRM. Our business situations are complex and distinctive and individuals are the function of a particular set of situations (Saunders, Lewis and Thornhill, 2016; Robinson, 2003). This study investigates individual differences (w.r.t dark triad) based on situations through which such personalities can achieve constructive outcomes. A research design is the study plan that provides the roadmap to be followed by researchers for achieving research objectives (McDaniel and Gates, 1999).

Time-lag data is a suitable approach for investigating changes in people's behaviour but time-lagged data is also useful to measure cause and effect relationship appropriately regarding behavioural phenomenon, particularly to address the reverse causality and common method bias issues (Kumar, Talib and Ramayah, 2013). A large amount of data from a sizeable population can be collected through survey method and it can be quantitatively analysed by using inferential and descriptive statistics (Saunders, Lewis and Thornhill, 2016; Sekaran, 2000; Zikmund, 2003). Reverse causality issues in the causal models are also addressed by the time-lagged data.

Three wave data were collected in this study from the same respondents with the time lag of 1 month each. The first-time responses were considered as time 1, second-time responses were considered as time 2 and third-time responses were taken at the third point in time. Dark triad which includes Narcissism, Machiavellianism and Psychopathy and moderators (job autonomy and role ambiguity) were self-reported and tagged at time one. Mediator which is impression management was tagged at time two and it was also self-reported. The outcome variables i.e. career success, job performance, and bullying behaviour was tagged at time 3. Job performance and bullying behaviour are peer reported and career success is self-reported. The time-lagged designs are less inclined to common method bias than the cross-sectional designs. Time lag design is considered appropriate for theoretical based causal models (Podsakoff, Mackenzie, Lee and Podsakoff, 2003; Lepine et al., 2005; Maxwell & Cole, 2007). Common method bias has been resolved by peer reports of job performance and bullying behavior. Previous studies conducted in Pakistani context has also successfully utilized survey method (Jamal, 1999; Raja et al., 2004; Naseer, Raja, Syed, Donia, & Darr, 2016).

3.2 Population

A population is defined as “the entire group of people, things or events of interest that you wish or interested to investigate” (Malcolm and Blerkom, 2009; p. 212). The target population is the employees of the service industry which includes the telecom sector and the higher education sector. In a service industry, the employees’ interaction is more visible and frequent. According to Van der Linden et al., (2017) the motivation and ability of dark triad to effectively deploy situations for achieving constructive ends, may be advantageous for them to perform well in jobs that involve influencing others (such as service sector). Telecommunication based organization and higher education sector which includes universities situated in the twin cities (Islamabad and Rawalpindi) have been studied on a convenient basis. Most of the higher educational body and telecom organizations along with their headquarters are present in twin cities. For increasing the generalizability of findings various telecommunication organizations and higher education institutions have been considered for data collection. Researchers, who have studied homogeneous samples or single organization for quantitative research, recognized that their population and sample restricted the generalizability of their findings (e.g. Boswell, Olson-Buchanan & Lepine, 2004; Ohly & Fritz, 2010; Webster and Ward, 2011). The respondents were the white-collar incumbents possessing different occupational positions which includes top and middle-level employees because they can channelize their darker side more conveniently to achieve ends as compared to lower level employees who do not have much access to major organizational resources and opportunities.

3.3 Sampling and Data Collection Method

The variables in the proposed framework do not require a certain type of organization and work setting so the non-probability convenience sampling technique was used to get the responses. Convenience sampling technique was used due to non-availability of official data of employees working in service sector and there is also no official source available (Bashir and Hanif, 2011). Furthermore, for time-lag study designs, it is very important to have access to the respondent in a different point of time. Therefore, telecommunication organizations and higher educational institutions were selected as per convenience on the basis of personal contacts who helped out in collecting three points of time data. Before collecting data, it was assured that each respondent must be working in a peer relationship. Different researchers have recommended different sample sizes such as 200 for simple models (Kelloway, 1998) and 300-400 for moderately complex models (Boomsma, 1983). By keeping in view, the complexity of the proposed theoretical model, a sample size of 400-500 observations was proposed.

Questionnaire method was used to collect responses. Both self and peer report versions of the questionnaire were administered on site. The questionnaire was based on adapted scales in the English language as it is the official language of all private and public sector organizations and institutions in Pakistan. Previous researches also give indication that English is considered an appropriate language for research surveys in Pakistani context (Raja et al., 2004; Butt, Choi, & Jeager, 2005; Khan, Abbas, Gul, & Raja, 2015; Naseer, Raja, Syed, Donia, & Darr, 2016) and those responses produced good reliabilities.

Self-administered questionnaires were used for the data collection with the support of contact persons in the chosen organizations. A cover letter was provided with each questionnaire to communicate the importance of this research and to provide the assurance of the confidentiality of information. Each questionnaire was assembled for time 1 and 2 based on self-report and for time 3 the responses were both self and peer report. Few modifications were made in the adapted scales for the peer report questionnaire i.e. use of third person approach instead of the first person to gather the peer responses. A primary key (i.e. first and last name of the respondent and their date of birth) was generated for time 1, 2 and time 3. The purpose of a primary key was to tally the responses in the three-point of time data. The resource person in selected organizations helped to match the three point of time data which includes the peer reports at T3. For the peer report survey, each peer was requested to respond about one of their colleagues. The key was entered with the help of a resource person for a peer report survey to evade any uncertainty. The serial number was also generated to recheck the pairing of responses and peer reports.

Questionnaires were distributed to the employees serving in three telecom organizations and five universities. Out of five universities, one was pure government university, one semi-government and three were private universities. Three telecom organizations were also private entities. On the request of top management, organization names are not disclosed for maintaining their privacy. As this study was based on three-point of time data i.e. at time 1 data of independent and moderating variables were collected which was self-reported, at time 2 self-report data of mediating variables were gathered with a time interval of one month and at time 3 dependent

variables job performance and bullying behavior were peer reported while career success was self-reported with the time interval of two months.

700 questionnaires were distributed at Time 1 with the help of resource person out of which 600 questionnaires were received back with an 86% response rate. After one-month time lag, stage one respondents were again requested to respond to the time 2 questionnaire. At stage two the complete usable responses of the same respondents for time 1 and time 2 were 490 with a response rate of 70%. After the time lag of one and a half month from the time period on which stage two data was collected, same respondents were requested to fill out the questionnaire containing the self-report and peer report data of outcome variables i.e. career success (self-report), bullying behavior and job performance (peer reported). 420 completely matched questionnaire of time 1, time 2 and time 3 for the same respondents were taken as a final sample for data analysis. The final response rate for time one, two and time three intervals were 60%.

3.4 Measures and Instruments

Measures have been adopted from previous studies. All the scales have been tested in different cultures and countries and also validated in diverse industries, work settings, and occupations. All the selected measures were according to the operational definition of each variable for ensuring its face validity. All the selected measures have good previous reliabilities in Pakistan and in other countries as well. The purpose of using the recognized standardized scales is to reduce the probability of instrumentation biases (Youssef and Luthans, 2007). 5-points Likert scale was used to gather the

responses, all the scales are in the English language as this is the medium of instruction at a workplace.

3.4.1 Dark Triad

Dark Triad which includes Narcissism, Machiavellianism and Psychopath was measured with 27-items scale of Jones and Paulhus (2014) (i.e. 9-items for Narcissism and Machiavellianism and 7 items for Psychopath). The sample items are “Whatever it takes, you must get the important people on your side.”, “I like to get acquainted with important people” and “I’ll say anything to get what I want”. 5-point likert scale was used to gather the responses where “1” indicating strongly disagree to “5” indication strongly agree. As per reported by previous researches Cronbach’s alpha for Narcissism = .87, Machiavellianism = .82 and Psychopath = .92 respectively.

3.4.2 Bullying Behaviour

9-items scale of Short-Negative Act Questionnaire (S-NAQ) by Notelaers and Einarsen (2008) has been used to measure the perpetrator reports of workplace bullying. The items were adapted from the original Negative Acts Questionnaire by Matthiesen & Einarsen (2007). This study is among the few studies to include the perpetrator's reports of bullying behaviour (see also De Cuyper, Baillien & De Witte, 2009; Parkins, Fishbein and Ritchey, 2006). The scale is one-dimensional with all the observed items measuring the latent variable of bullying behavior. The example items are “*being devalued for your work and efforts by your peer*” and “*being socially excluded from work group activities by your colleague*”. 5-point Likert scale was used to collect the data where 1=Never and 5=daily. The reported reliability of the scale is ($\alpha=.90$).

3.4.3 Impression Management Strategies

Impression management responses are gathered by using a 12-items scale developed by Bolino & Turnley, 1999. Impression management behaviors of employees are based on the strategic nomenclature of Jones and Pittman (1982). The scale measures three soft impression management strategies of Ingratiation (4 items), Self-promotion (4 items) and Exemplification (4 items). Respondents rate the items such as "*how frequently do you make people aware of your endeavours*" and "*How often do you make people aware of your accomplishments*" on a 5-point scale (1=Never behave this way, 5=always behave this way). As per reported by prior studies, Cronbach's alpha reliability coefficient for self-Promotion ($\alpha = .87$), Ingratiation ($\alpha = .74$) and Exemplification ($\alpha = .64$) respectively.

3.4.4 Job Performance

A 5-items in-role performance scale developed by Podsakoff and MacKenzie's (1989) was adopted for gathering the responses. 7-point Likert scale was used ranging from 1 depicts "strongly disagree" and 7 depicts "strongly agree". The reported Cronbach's alpha reliability coefficient for performance scale is .85 (Janssen and Van Yperen, 2004).

3.4.5 Job Autonomy

Job Autonomy was measured by using Hackman and Oldham (1974) three-item Job Diagnostic Survey scale. A sample item is "The job gives me considerable opportunity for independence and freedom in how I do the work". On 5-point Likert scale "1" anchored very little and "5" very much. Reported coefficient alpha value is .77 (Taber & Taylor, 1990).

3.4.6 Role Ambiguity

Role ambiguity was measured with six items scale of Rizzo, House and Lirtzman (1970). Responses were taken on a 5-point scale ranging from “1” definitely not true to “5” extremely true. Role ambiguity items are positively worded and are reverse scored, so high scores reflect high level of perceived role ambiguity. Sample item from this scale is “Explanation of what has to be done is clear”. The reported alpha reliability for this scale in previous studies is obtained as 0.83.

3.4.7 Career Success

Career satisfaction (i.e. subjective career success) was measured with five items scale of Greenhaus, Parasuraman, & Wormley (1990). Responses were taken on 5-point scale ranging from “1” strongly agree to “5” strongly disagree. Sample item from this scale is “I am satisfied with the success I have achieved in my career”. The reported alpha reliability for this scale is .89 (Seibert, Crant, & Kraimer, 1999). Objective career success was measured by occupational status which is based on Hollingshead Index of Social Position (Hollingshead, 1975). Index rates occupations (as opposed to jobs) on a 5-point scale, where 1 = *higher executives, proprietors of large concerns, and major professionals* and 5 = *semiskilled workers*.

3.5 Pilot Study

A pilot study is based on a small sample to test the questionnaire in preparation for a study based on a larger sample. A pilot study is very important to identify the deficiencies in the research questionnaire before implementation (Lancaster, Dodd and Williamson, 2004). According to Van Teijlingen & Hundley (2010), the pilot study gives the warning to the researcher in advance about the inappropriateness of the

research instrument or whether it is too much complicated. Pilot study technique helps the researcher to figure out that how well the instrument measures the conceptual framework or construct undertaken in research (Gravetter & Forzano, 2012). As suggested by the Cooper and Schindler (2003) that the proposed sample size for the pilot study has to be in between 25 to 100.

Testing the validity and reliability of the questionnaire is essential before heading towards the collection of responses from a large sample. Reliability is measured by applying the test of Cronbach alpha and its value should be greater and equal to 0.7 which is highly acceptable (Bowling, 1997). Data were collected from 120 employees working in telecommunication and higher educational institutions. 20 questionnaires were discarded as they were partially filled by the employees. The useable questionnaires for pilot testing were 100 that makes the response rate of 83%.

3.6 Summary of Pilot Study

The reliability and validity of the questionnaire have been pilot tested by using the statistical package for social sciences (SPSS) software for evaluating the appropriateness of the research instrument for the current study.

3.6.1 Reliability Analysis (Pilot Study)

To assess the consistency of the measure's reliability analysis was performed. Reliability is the extent to which the observed variable measures the accurate value which is error free. Cronbach alpha is the most frequently used measure with an agreed

upon value of greater or equal to 0.7 (Hair et al., 2010, O' Leary-Kelly and Vokurka, 1998). Reliability analysis indicates the consistency and accuracy of results over a longer time period for the research questionnaire items (Dawes 2008; Dillman et al., 2009). The Cronbach alpha value of Machiavellianism, Narcissism, and Psychopathy is 0.857, 0.883 and 0.822 respectively. The Cronbach alpha value of Job autonomy and role ambiguity is .712 and .810. Reliability value of impression management as a composite factor is .885. Latent factors of impression management which include ingratiation, self-promotion and exemplification are having the alpha value of .860, .842 and .811 respectively. Cronbach alpha value of career success is .823. Job performance and bullying behavior alpha value is .862 and .920.

Table 1: Reliability Results (*Pilot study N=100*)

Construct Name	No of Items	Alpha Value	N (Pilot)
Mach	09	.857	100
Narc	09	.883	100
Psy	09	.822	100
JA	03	.712	100
RA	06	.810	100
IM	12	.885	100
IM (Ingrat)	04	.860	100
IM (SP)	04	.842	100
IM (Exemp)	04	.811	100
CS	05	.823	100
JP	05	.862	100

Note: *Mach=Machiavellianism, Narc=Narcissism, Psy=Psychopath, JA= Job Autonomy, RA=Role Ambiguity, IM= Impression Management (Composite factor), IM (Ingrat) =Impression Management latent factor (Ingratiation), IM (SP) = Impression Management latent factor (Self-Promotion), IM (Exemp) = Impression Management latent factor (Exemplification), CS=Career Success, JP=Job Performance, BB=Bullying Behaviour.*

3.6.2 Validity Analysis of Pilot Study

Validity analysis is the degree to which the scale or set of items precisely represents the idea of interest. It confirms the conceptual definition of the measuring instrument (Hair et al., 2010). The two widely accepted forms of validity are **Convergent** and **Discriminant**. Convergent validity is measured with **Average variance extracted (AVE)** that explains that latent factor is well described by its observed items. Similarly, discriminant validity investigates that the latent factor is explained well by its own observed items instead of some other observed items from a different latent factor by finding the **Maximum shared variance (MSV)**. Both of the validity tests are undertaken in the pilot testing for the conformity of the degree to which two measures of the same concept are related to each other and the measuring scale is interrelated with a similar measure, but conceptually it is distinct (MacKenzie, Podsakoff and Podsakoff, 2011; Gaskin, 2016). **Composite reliability (CR)** was analysed to confirm that the different items are well correlated on the same test and **Maximal reliability (MaxR(H))** explains that a measure is having a high reliability if it produces similar results and is constant from one testing phase to another (Hair, Black, Babin, and Anderson, 2010).

Table 2: Validity Results (Pilot study N=100)

Construct Name	CR	AVE	MSV	MaxR(H)	N (Pilot)
Mach	.862	.510	.224	.987	100
Narc	.884	.521	.244	.988	100
Psy	.822	.537	.180	.827	100
JA	.752	.509	.154	.892	100
RA	.825	.548	.202	.950	100
IM (Ingrat)	.874	.635	.491	.963	100
IM (SP)	.844	.577	.491	.969	100
IM (Exemp)	.808	.519	.268	.974	100
CS	.821	.570	.224	.980	100
JP	.856	.546	.188	.986	100
BB	.920	.569	.180	.982	100

Note: CR=Composite Reliability, AVE=Average Variance Extracted, MSV=Maximum Shared Variance, MaxR(H)=Maximal Reliability, N(Pilot)=Sample Size, Mach=Machiavellianism, Narc=Narcissism, Psy=Psychopath, JA= Job Autonomy, RA=Role Ambiguity, IM (Ingrat) =Impression Management latent factor (Ingratiation), IM (SP)=Impression Management latent factor (Self-Promotion), IM (Exemp)= Impression Management latent factor (Exemplification), CS=Career Success, JP=Job Performance, BB=Bullying Behaviour.

3.7 Data Screening (Sample Size N = 420)

The examination of data before model testing helps to achieve the critical understanding of the characteristics of data. Data screening is important to ensure the usability of data for testing the causal theory. Missing data, normality and multicollinearity are the important assumptions which need to be addressed in data screening. Questionnaires with missing responses were not included in the final sample for saving the time which requires for their treatment afterward. Normality is assessed

by skewness and kurtosis. Skewness measures the symmetry of the distribution. If the distribution of data has few large values then it is positively skewed and if there are few small values then it is negatively skewed distribution. If the values of skewness fall outside the ± 2 then it indicates skewed distribution. Kurtosis refers to the leptokurtic (peakedness) and platykurtic (flatness) distribution compared with the normal distribution. Kurtosis value should be less than three times the standard error (Sposito et al., 1983; Hair et al., 2012).

All the skewness values are within the defined range i.e. ± 2 and the data set shows the negatively skewed distribution except bullying behavior data which is positively skewed. The kurtosis value of each variable is also less than 0.714 (three times the standard error of 0.238). Therefore, kurtosis is not having a significant difference from the normal distribution as shown in table 3. Multicollinearity is not the desirable assumption. It means that each of the independent variables is not explaining the unique variance in the dependent variable (O'Brien, 2007). For achieving the results free of multicollinearity, the variable inflation factor (VIF) should be less than 3 and the tolerance value should be greater than 0.10. **VIF** of Machiavellianism, Narcissism, and Psychopath is 1.019, 1.222, and 1.086 along with the **Tolerance value** of 0.981, 0.818 and 0.921 respectively as shown in table 4. Results reveal that there are no multicollinearity issues in the dataset.

Table 3: Data Normality Results (N=420)

Construct Name	Mean	S.D	Skewness	Kurtosis
Narc	3.277	.703	-.350	-.402
Mach	3.496	.681	-.602	.022
Psy	3.043	.795	-.006	-.679
RA	3.907	.755	-.587	.234
JA	3.604	.778	-.781	.433
IM	3.020	.810	-.364	-.211
BB	2.243	1.002	.637	-.377
JP	3.739	.915	-.636	.042
CSS	3.376	.879	-.505	.027
CSO	2.20	.701	-.124	-.656

Note: Narc=Narcissism, Mach=Machiavellianism, Psy=Psychopath, RA=Role Ambiguity, JA=Job Autonomy, IM=Impression Management (composite factor), BB=Bullying behavior, JP=Job Performance, CS=Career Success (Subjective), CSO=Career Success (Objective).

Table 4: Multicollinearity Results (N=420)

	Collinearity Statistics	
	Tolerance	VIF
Machiavellianism	.981	1.019
Narcissism	.818	1.222
Psychopath	.921	1.086

3.8 Sample Demographics

The sample was composed of service sector employees which were from diverse departments and occupational levels. 16% respondents are higher executives and major professionals, 50% respondents are having the occupational status of lesser professional and administrative positions, 33% respondents are managers and minor professionals and 1% respondents are acquiring the occupational status of technicians. 63% (264) is the male respondents who participated in the study and 37% (156) are the female respondents. 22% (92) respondents are having the age of 20-25, 31% (129) respondents are of 26 to 30 years of age, 26% (110) respondents fall in the range of 31-35 years, 12% (49) having the age of 36-40, 5% (23) fall in the range of 41-50, 2% (7) are having the age of 51-55, 1% (4) are 56-60 years of age and 1% (6) are having the age of 60 and above.

3.9 Confirmatory Factor Analysis of Variables

To analyse the structure of variables CFA is an appropriate method. To find a core structure of the complete set of variables, the interdependence technique of CFA is applicable. CFA analysis is performed in this study to ensure the following conditions:

1. KMO test for sampling adequacy and Bartlett's test for the assumption of equal variances across the population (for CFA of comprehensive measurement model).
2. Model fit indices, factor loadings, and squared multiple correlations.
3. Validity (convergent and discriminant) and reliability of the measures.

Kyser-Meyer-Olkin (KMO) measures the sampling adequacy for the complete model and also measures the percentage of variance between variables that can be shared variance. **KMO** is performed on a comprehensive Measurement Model and its **value** between **0.8 and 1** refers that the sample is adequate. **Bartlett's Test of Sphericity** is used to verify the assumption that variances are equal across samples or groups. The significance level should be less than .05 for the validity of this assumption (Cerny and Kaiser, 1977; Garson, 2012). The model fit indices represented by confirmatory factor analysis includes chi-square and degrees of freedom (CMIN/DF threshold value is in between 1 and 5), absolute fit measures (RMSEA < 0.09, SRMR < 0.09, PCLOSE > 0.05), incremental fit indices (CFI > 0.90) and parsimony fit indices (AGFI > 0.80) (Hu and Bentler, 1999; Gaskin and Lim, 2016). Convergent validity is measured with **Average variance extracted (AVE)** that explains that the items are significantly well correlated with each other within their parent variable which means that the latent factor is well described by its observed variables or items. The value of AVE should be greater than 0.50 and discriminant validity examines the distinctiveness of the construct from other constructs by finding the **Maximum shared variance (MSV)** which should be less than AVE (Malhotra et al., 2012; Bagozzi, Yi & Phillips, 1991). Composite reliability (CR) and maximal reliability (MaxR(H)) is also analysed while conducting CFA analysis as per instruction of Hair et al., (2010). All the validities and composite and maximal reliabilities were calculated by using the "**Stats Tools Package**" of Gaskin (2012). For calculating the consistency of the intact scale, the reliability coefficient is measured with Cronbach Alpha value. The acceptable alpha value is greater than 0.70 (O' Leary-Kelly & Vokurka, 1998).

3.9.1 Dark Triad

Dark Triad which includes Narcissism, Machiavellianism and Psychopathy are measured with the 25-items scale of Jones and Paulhus (2014) (i.e. 9-items each for Narcissism, Machiavellianism and Psychopath). The sample items are “*Whatever it takes, you must get the important people on your side*”, “*and I like to get acquainted with important people*” and “*I’ll say anything to get what I want*”. 5 points Likert scale was used to gather the responses where “1” indicating strongly disagree to “5” indication strongly agree.

Three factor CFA of dark triad reveals good model fit indices (CMIN = 253.946, DF = 149, CMIN/Df = 1.704, CFI = 0.962, SRMR = 0.046, RMSEA = 0.041, PCLOSE = 0.960, AGFI = 0.924) as presented in table 5. Results revealed that factor loading of one item of Machiavellianism, two items of Narcissism and five items of Psychopath were less than .4 which gives the indication of dropping them off for further analysis. After dropping off items factor loadings of Machiavellianism, Narcissism and Psychopath ranges from .53 to .75, .66 to .72 and .73 to .79 respectively as shown in Table 14, Appendix A. The convergent validity of Machiavellianism, Narcissism and Psychopath is AVE = .510, .521 and .556 respectively. Discriminant validity MSV, composite reliability CR and maximal reliability MaxR(H) of Machiavellianism is MSV = .210, CR = .862 and MaxR(H) = .986. For Narcissism MSV = .210, CR = .866 and MaxR(H) = .987. Discriminant validity and reliabilities of Psychopath is MSV = .190, CR = .834 and MaxR(H) = .836 as displayed in Table 6, Appendix A. The Cronbach alpha value for Narcissism, Machiavellianism and Psychopath is .86, .82 and

.83 correspondingly. The loadings and correlations of three-factor model is shown in Figure 2, Appendix B.

3.9.2 Role Ambiguity

Role ambiguity is measured with the Rizzo, House, and Lirtzman (1970) scale based on six items. A 5-point scale is used to gather the responses ranging from "1 = definitely not true" to "5 = extremely true". The items are positively worded and are reverse scored, that means high score reflects the high level of perceived role ambiguity. Sample item of this scale is "explanation of what has to be done is crystal clear".

CFA results showed a good model fit for one-factor (CMIN = 17.13, DF = 6, CMIN/DF = 2.85, CFI = 0.98, SRMR = .03, PCLOSE = .19, RMSEA = .06, AGFI = .95) as shown in table 5. Factor loadings ranges from .68 to .77 as shown in table 12, Appendix A. As Table 6, Appendix A shows that convergent validity AVE = .509, discriminant validity MSV = .112, CR = .85 and MaxR(H) = .94 are meeting the threshold criteria. Cronbach alpha value is .85. The loadings and correlations are shown in Figure 3, Appendix B.

3.9.3 Impression Management (IM)

Impression management responses are gathered by using a 12-items scale developed by Bolino & Turnley, 1999. Impression management behaviors of employees are based on the strategic nomenclature of Jones and Pittman (1982). The

scale measures three soft impression management strategies of Ingratiation (4 items), Self-promotion (4 items) and Exemplification (4 items). Respondents rate the items such as "*how frequently do you make people aware of your endeavours*" and "*How often do you make people aware of your accomplishments*" on a 5-point scale (1=Never behave this way, 5=always behave this way).

This study investigates the Impression management tactics as an overall construct theoretically, so second-order CFA (confirmatory factor analysis) has been carried out to analyse if three dimensions of IM load on a single latent factor. CFA results revealed an excellent fit for a single latent factor model (CMIN = 123.74, DF = 50, CMIN/DF = 2.47, CFI = .96, SRMR = .04, PCLOSE = .11, RMSEA = .05, AGFI = .92) as shown in Table 5. The treatment of IM as a single latent factor in this study is also associated with previous studies (such as Brouer et al., 2015; Barrick and Mount, 1996). The results of single latent factor are somewhat better than three factor model of IM (CMIN = 138.20, DF = 51, CMIN/DF = 2.71, CFI = .96, SRMR = .04, PCLOSE = .03, RMSEA = .06, AGFI = .92) as shown in Table 5. Factor loadings of the respective dimensions of IM as a single-latent factor ranges from .77 to .84 and IM as a three factor loadings ranges from .65 to .79 as shown in Table 15, Appendix A. Impression management as a single-latent factor produced significant AVE = .568, MSV = .202 (discriminant validity), CR = .79 (composite reliability) and MaxR(H) = .97 as shown in Table 6, Appendix A. Primarily the reliability of the three dimensions (ingratiation, self-promotion and exemplification) were obtained i.e. $\alpha = .83$, .84 and .86 respectively. The alpha reliability of the composite variable of IM is $\alpha = .88$ which shows the good internal consistency of the items. The three dimensions loading on a

single-latent factor indicates highly significant correlations as shown in Figure 5 as compare to three factor model as depicted in Figure 6, Appendix B.

3.9.4 Career Success

Career satisfaction (i.e. subjective career success) is measured with five-items based scale of Greenhaus, Parasuraman & Wormley (1990). 5-point Likert scale is used to take the responses ranging from "1=strongly disagree" to "5=strongly agree". Sample items of this scale are "*I am satisfied with the achievements I have attained in my career*".

Objective career success is measured by Occupational Status of the respondents. An occupational status was categorized by using the Hollingshead Index of Social Position (Hollingshead, 1975). The Index rates the occupations as opposed to jobs in five categories ranging from 1 = higher executives and major professionals to 5 = semi-skilled workers, sales workers and clerical staff. Respondents were requested to choose their occupational position from social position index.

CFA of a subjective career success shows the good fit indices (CMIN = 1.716, DF = 1, CMIN/DF = 1.71, CFI = .99, SRMR = .009, RMSEA = .04, PCLOSE = .39, AGFI = .97) as shown in table 5. Single factor model of subjective career success achieved the acceptable threshold of convergent validity (AVE = .55) and discriminant validity (MSV = .172). CR = .86 (composite reliability) and maximal reliability MaxR(H) = .98 are also meeting the cut-off criteria as shown in table 6, Appendix A. The factor loadings range from .67 to .83 as shown in table 11, Appendix A. The alpha

value of .86 shows the good internal consistency in between the items. The correlations are shown in Figure 7, Appendix B.

3.9.5 Job Performance

A 5-items in-role performance scale developed by Podsakoff and MacKenzie's (1989) is adopted for gathering the responses. 5-point Likert scale is used ranging from 1 depicts "strongly disagree" and 5 depicts "strongly agree". CFA results shows good fit of one factor model (CMIN = 8.137, DF = 3, CMIN/DF = 2.71, CFI = .99, SRMR = .01, RMSEA = .06, PCLOSE = .26, AGFI = .96) as shown in table 5. One factor model shows the good convergent (AVE = .604) and discriminant validity (MSV = .172). Composite reliability (CR = .88) and maximal reliability which is most robust form is MaxR(H) = .98 as shown in table 6 of Appendix A. Cronbach alpha reliability with five items of job performance is $\alpha = .88$. The factor loadings range from .77 to .81 as shown in table 10 of Appendix A. The one-factor model is having significant correlations as shown in Figure 8, Appendix B.

3.9.6 Bullying Behaviour

9-items scale of Short-Negative Act Questionnaire (S-NAQ) by Notelaers and Einarsen (2008) has been used to measure the perpetrator reports of workplace bullying. The items were adapted from the original Negative Acts Questionnaire by Matthiesen & Einarsen (2007). This study is among the few studies to include the perpetrator's reports of bullying behaviour (see also De Cuyper, Baillien & De Witte, 2009; Parkins, Fishbein and Ritchey, 2006). The scale is one-dimensional with all the observed items

measuring the latent variable of bullying behavior. The example items are “*being devalued for your work and efforts by your peer*” and “*being socially excluded from work group activities by your colleague*”. 5-point Likert scale was used to collect the data where 1=Never and 5=daily.

One-factor model of bullying behavior shows excellent model fit indices after confirmatory factor analysis (CMIN = 66.047, DF = 23, CMIN/DF = 2.87, CFI = .98, SRMR = .03, RMSEA = .06, PCLOSE = .06, AGFI = .93) as shown in table 5. The convergent validity AVE = .54, MSV = .18 (discriminant validity), CR = .91 (composite reliability) and maximal reliability MaxR(H) = .97 is also within the acceptable range as shown in table 6 of Appendix A. Factor loadings of one-factor model ranges from .62 to .80 as depicted in table 9, Appendix A. The correlations are also significant as represented by Figure 9, Appendix B. The Cronbach value is $\alpha = .91$.

3.9.7 Job Autonomy

Job Autonomy has been measured by using Hackman & Oldham (1974) 3-items based Job diagnostic survey scale. The sample item is “*my job gives me the substantial opportunity and freedom in how I perform the work*”. A 5-point scale is used by depicting “1=very little” and “5=very much”. All the items are having high loadings on a factor of job autonomy which ranges from .80 to .85 as shown in table 13, Appendix A. One-factor model has also achieved the acceptable range of validities and reliabilities i.e. AVE (convergent validity) = .57, MSV (discriminant validity) = .05, CR = .80, MaxR(H) = .90 (maximal reliability) as depicted in table 6. One-factor model

is having significant correlations as shown in Figure 4, Appendix B. Cronbach alpha value is $\alpha = .80$.

3.9.8 CFA of Comprehensive Measurement Model

The sampling adequacy of complete model and for each variable has been analyzed by performing the **Kaiser Meyer Olkin (KMO)**. The value of KMO is .86 for the whole model which is greater than .8. The percentage of **shared variance** between factors is 63.67. The **Bartlett's test** assumption of homogeneity of variances across the population is also fulfilled by the data having $p = .000$ as shown in table 7 and 8, Appendix A. CFA has been performed on a complete model to analyze the dependency relationship between all the measured variables and their related items. The complete model shows excellent model fit indices (CMIN = 2593.15, DF = 1604, CMIN/DF = 1.61, CFI = .91, SRMR = .05, RMSEA = .03, PCLOSE = 1.0, AGFI = .81) as depicted in table 5. The measurement model is having significant correlations as shown in Figure 10, Appendix B.

Table 5: Confirmatory Factor Analysis (CFA) Model Fit Indices

	CMIN	DF	CMIN/ DF	CFI	SRMR	RMSEA	PCLOSE	AGFI
Dark Triad 3-factor model	253.94	149	1.70	.96	.04	.04	.96	.92
RA One-factor model	17.13	6	2.85	.98	.03	.06	.19	.95

IM 3-factor model	138.20	51	2.71	.96	.04	.06	.03	.92
IM Single-latent factor model	123.74	50	2.47	.96	.04	.05	.11	.92
CS One-factor model	1.716	1	1.71	.99	.009	.04	.39	.97
JP One factor model	8.13	3	2.71	.99	.01	.06	.26	.96
BB One-factor model	66.04	23	2.87	.98	.03	.06	.06	.93

CFA for Complete Measurement Model

(DT, RA, IM, CS, JP, BB, JA)

2593.15	1604	1.61	.91	.05	.03	1.0	.81
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RA = Role Ambiguity, IM = Impression Management, CS = Career Success, JP = Job Performance, BB = Bullying Behaviour, JA = Job Autonomy, DT = Dark Triad.

3.10 Method of Analysis

Confirmatory factor analysis (CFA) was carried out for the single-factor model, single-latent factor model, and the complete measurement model to ensure the convergent and discriminant validity of the endogenous variables. Model fit was also assessed with the help of CFA to achieve the practical and statistical significance and to identify the proposed relationships. AMOS software has been used to carry out the Confirmatory Factor Analysis (CFA). For testing the structural model Hayes (2013) PROCESS method is used in SPSS, which is equipped with latest techniques of mediation and moderated mediation. SPSS 20 software has been used for data analysis. As per requirement, interactions have also been plotted for moderation analysis.

3.11 Control Variables

The study of Judge et al., (1995) turns out to be the basis for selection of appropriate controls in this study. By following the study of Judge et al., demographic variables such as age and gender are being controlled. Demographic variables which include gender and age are found to be related to organizational behavior outcomes (Xie and Johns, 1995). Age and gender are being controlled for respective outcomes during analysis. One-way analysis of variance was performed to find the association between demographic variables and outcome variables. Age was found significant for career success ($F = 3.91, p < .001$). Gender was found significant for bullying behavior only ($F = 11.88, p = .001$). By following the Becker (1998) recommendation, only significant demographic variables were controlled in the analysis.

CHAPTER 4

RESULTS

4.1 Hypothesis Summary

H1a: Narcissism has a positive association with Subjective and Objective career success.

H1b: Psychopaths have a positive association with Subjective and Objective career success.

H1c: Machiavellianism positively associates with subjective and objective career success.

H2a: Machiavellianism has a significant positive relationship with job performance.

H2b: Narcissism has a significant positive relationship with job performance

H2c: Psychopaths has a significant negative relationship with job performance

H3a: Machiavellianism has a positive relationship with bullying.

H3b: Narcissism has a positive relationship with bullying.

H3c: Psychopath has a positive relationship with bullying.

H4a: Machiavellianism has a significant positive relationship with impression management strategy.

H4b: Narcissism has a significant positive relationship with impression management strategy.

H4c: Psychopath has a significant positive relationship with impression management strategy.

H5a: Impression management has a positive relationship with job performance.

H5b: Impression management has a positive relationship with career success (Objective and Subjective).

H5c: Impression management has a significant relationship with bullying behavior.

H6a: Impression management mediates the impact of Narcissism on Career Success (Objective and subjective).

H6b: Impression management mediates the impact of Narcissism on Job Performance.

H6c: Impression management mediates the impact of Narcissism on bullying behavior.

H7a: Impression management mediates the impact of Psychopath on Career success (Objective and subjective).

H7b: Impression management mediates the impact of Psychopath on Job performance.

H7c: Impression management strategy mediates the impact of Psychopath on bullying behavior.

H8a: Impression management mediates the impact of Machiavellianism on career success (Objective and subjective).

H8b: Impression management mediates the impact of Machiavellianism on job performance.

H8c: Impression management plays the mediating role in the correlation between Machiavellianism and bullying behavior.

H9a: Job Autonomy moderates the relationship in between Narcissism and Impression Management, the relation is stronger in the presence of high Job Autonomy.

H9b: Job Autonomy moderates the relationship in between Machiavellianism and Impression Management, the relation is stronger in the presence of high Job Autonomy.

H9c: Job Autonomy moderates the relationship in between Psychopath and Impression Management, the relation is stronger in the presence of high Job Autonomy.

H10a: Role Ambiguity moderates the relationship in between Narcissism and Impression Management, the relation is stronger when role ambiguity is high.

H10b: Role Ambiguity moderates the relationship in between Machiavellianism and Impression Management, the relation is stronger when role ambiguity is high.

H10c: Role Ambiguity moderates the relationship in between Psychopath and Impression Management, the relation is stronger when role ambiguity is high.

H11a: Job autonomy will moderate the mediated effects of Narcissism on career success via Impression management strategy, in a way that the mediated effects would be stronger in the presence of high job autonomy and vice versa.

H11b: Job autonomy will moderate the mediated effects of Machiavellianism on career success through Impression management strategy, in a way that the mediated effects would be stronger in the presence of high job autonomy and vice versa.

H11c: Job autonomy will moderate the mediated effects of Psychopath on career success via Impression management strategy, in a way that the mediated effects would be stronger in the presence of high job autonomy and vice versa.

H12a: Job autonomy will moderate the mediated effects of Narcissism on job performance via Impression management strategy, in a way that the mediated effects would be stronger in the presence of high job autonomy and vice versa.

H12b: Job autonomy will moderate the mediated effects of Machiavellianism on job performance via Impression management strategy, in a way that the mediated effects would be stronger in the presence of high job autonomy and vice versa.

H12c: Job autonomy will moderate the mediated effects of Psychopath on job performance via Impression management strategy, in a way that the mediated effects would be stronger in the presence of high job autonomy and vice versa.

H13a: Job autonomy will moderate the mediated effects of Narcissism on bullying via IM strategy, in a way that the mediated effects would be stronger in the presence of high job autonomy and vice versa.

H13b: Job autonomy will moderate the mediated effects of Machiavellianism on bullying via IM strategy, in a way that the mediated effects would be stronger in the presence of high job autonomy and vice versa.

H13c: Job autonomy will moderate the mediated effects of Psychopath on bullying via IM strategy, in a way that the mediated effects would be stronger in the presence of high job autonomy and vice versa.

H14a: Role ambiguity will moderate the mediated effect of Narcissism on career success (objective and subjective) through Impression management, in such a way that the mediated effects would be stronger in the presence of high role ambiguity and vice versa.

H14b: Role ambiguity will moderate the mediated effect of Machiavellianism on career success (objective and subjective) via IM, in such a way that the mediated effects would be stronger in the presence of high role ambiguity and vice versa.

H14c: Role ambiguity will moderate the mediated effect of Psychopath on career success (objective and subjective) via IM, in such a way that the mediated effects would be stronger in the presence of high role ambiguity and vice versa.

H15a: Role ambiguity will moderate the mediated effect of Narcissism on Job performance via Impression management, in such a way that the mediated effects would be stronger under high role ambiguity and vice versa.

H15b: Role ambiguity will moderate the mediated effect of Machiavellianism on Job performance via IM, in such a way that the mediated effects would be stronger under high role ambiguity and vice versa.

H15c: Role ambiguity will moderate the mediated effect of Psychopath on Job performance via Impression management, in such a way that the mediated effects would be stronger under high role ambiguity and vice versa.

H16a: Role ambiguity will moderate the mediated effect of Narcissism on bullying behavior through Impression management, in such a way that the mediated effects would be stronger in the presence of high role ambiguity and vice versa.

H16b: Role ambiguity will moderate the mediated effect of Machiavellianism on bullying behavior via Impression management, in such a way that the mediated effects would be stronger in the presence of high role ambiguity and vice versa.

H16c: Role ambiguity will moderate the mediated effect of Psychopath on bullying behavior via Impression management, in such a way that the mediated effects would be stronger in the presence of high role ambiguity and vice versa.

4.2 Descriptive Statistics

The descriptive statistics includes mean, standard deviations and Bivariate Pearson Correlation of all the factors. The correlation value explains the strength of the relationship in between the variables, the correlation value (r) greater than 0.1 is significant at $p < .05$ (two tailed). The mean denoted by M and standard deviation (SD) of narcissism, Machiavellianism and psychopath is ($M = 3.27$, $SD = .70$), ($M = 3.49$, $SD = .68$) and ($M = 3.04$, $SD = .79$) respectively. The mean value of job autonomy ($M = 3.60$, $SD = .77$), role ambiguity ($M = 3.90$, $SD = .75$), impression management ($M = 3.02$, $SD = .81$), job performance ($M = 3.73$, $SD = .91$), subjective career success ($M = 3.37$, $SD = .87$), objective career success ($M = 2.20$, $SD = .70$) and bullying behaviour ($M = 2.24$, $SD = 1.0$) are also reported as shown in table 4.

4.3 Correlation Analysis

Pearson correlation was performed to find out the relationship in between the variables. The results in table 16 shows that the correlation in between Machiavellianism and narcissism is highly significant ($r = .42, p < .01$). The strength of the correlation in between Psychopath and Machiavellianism is ($r = .13, p < .01$) and the relationship between psychopath and narcissism is ($r = .28, p < .01$). The correlations are highly significant as reported in previous study of Van Geel et al. (2017). The strength of the relationship between psychopath and Machiavellianism is slightly weaker as compare to previous studies (Baughman, Dearing, Giammarco and Vernon, 2012). Job autonomy has a significant relationship with all the variables except role ambiguity ($r = .05, p > .05$) and occupational status ($r = .05, p > .05$). Role ambiguity is positively associated with Machiavellianism ($r = .16, p < .01$), narcissism ($r = .10, p < .05$) and negatively associated with psychopath ($r = -.10, p < .05$), job performance ($r = -.29, p < .01$), subjective career success ($r = -.30, p < .01$) and bullying behaviour ($r = -.22, p < .01$). Role ambiguity is not significantly correlated with occupational status ($r = .04, p > .05$) and impression management ($r = .01, p > .05$).

Impression management (IM) shows a positive association with Machiavellianism ($r = .25, p < .01$), psychopath ($r = .36, p < .01$), job performance ($r = .13, p < .01$), job autonomy ($r = .18, p < .01$) and narcissism ($r = .36, p < .01$) which is contrary to the Barry, Lui and Anderson (2017) study which shows negative relationship between narcissism and IM ($r = -.17$). The results of the positive association between Machiavellianism and impression management in this study are similar to the study of Corral and Calvete (2000). IM is not significantly correlated with role

ambiguity ($r = -.01, p >.05$). Job performance is positively related to narcissism in this study ($r = .17, p <.01$) which is similar to the study of Guedes (2017) which stated the correlation value $r = .16$. There is also a positive association between job autonomy and job performance ($r = .10, p <.05$).

This study shows significant positive correlation between Machiavellianism and job performance ($r = .23, p <.01$) which is contrary to the study of Smith and Webster (2017) that reported the weak negative correlation ($r = -.19$). There is a negative correlation between psychopath and job performance ($r = -.09, p <.05$). Subjective career success (career satisfaction) is positively correlated with Machiavellianism ($r = .20, p <.01$), narcissism ($r = .21, p <.01$), job autonomy ($r = .23, p <.01$), impression management ($r = .24, p <.01$) and job performance ($r = .37, p <.01$). Psychopath and subjective career success are positively correlated ($r = .11, p <.05$) as opposed to the Eisenbarth, Hart & Sedikides (2018) study which stated negative correlation ($r = -.13$). Occupational status (objective career success) is positively associated with psychopath ($r = .19, p <.01$) and IM ($r = .13, p <.01$). Occupational status shows negative correlation with Machiavellianism ($r = -.10, p <.05$) and job performance ($r = -.16, p <.01$). There is a significant negative correlation between job performance and bullying behaviour ($r = -.18, p <.01$). Bullying behaviour has a positive association with job autonomy ($r = .11, p <.05$), IM ($r = .29, p <.01$), Machiavellianism ($r = .14, p <.05$), narcissism ($r = .20, p <.01$) and psychopath ($r = .38, p <.01$). The results are in-line with the study of Van Geel, Goemans, Toprak & Vedder (2017) which also states the positive relationship of bullying with three dimensions of dark triad.

Table 16: Mean, Std. Deviation and Correlation

	Mean	Std. Dev	1	2	3	4	5	6	7	8	9	10	11
1. MachT1	3.49	.68	1										
2. NarcT1	3.27	.70	.42**	1									
3. PsyT1	3.04	.79	.13**	.28**	1								
4. JAT1	3.60	.77	.22**	.22**	.15**	1							
5. RAT1	3.90	.75	.16**	.10*	-.10*	.05 ^{ns}	1						
6. IMT2	3.02	.81	.25**	.36**	.36**	.18**	-.01	1					
7. JPT3	3.73	.91	.23**	.17**	-.09*	.10*	-.29**	.13**	1				
8. CSST3	3.37	.87	.20**	.21**	.11*	.23**	-.30**	.24**	.37**	1			
9. CSOT3	2.20	.70	-.10*	.02	.19**	.05	-.04	.13**	-.16**	-.07	-.50**	1	
10. BBT3	2.24	1.0	.14*	.20**	.38**	.11*	-.22**	.29**	-.18**	-.04	-.08	.17**	1

Note: N=420; MachT1=Machiavellianism time1, NarcT1=Narcissism time1, PsyT1= Psychopath time1, JAT1=Job autonomy time1, RAT1=Role ambiguity time1, IMT2=Impression management time2, JPT3=Job performance time3, CSST3=Career success subjective time3, CSOT3=Career success objective time3, BBT3=Bullying behavior time3

** reflects that the significance level of correlation is at 0.01 level (two-tailed)

* reflects that the significance level of correlation is at 0.05 level (two-tailed)

4.4 Regression Analysis

The proposed moderated mediation model includes the direct impact of independent variables on dependent variables, indirect effects of mediation and moderated mediation links as hypothesized accordingly in this chapter. Process analysis has been used for investigating direct and indirect relationships. Moderated mediation regression analysis was performed to test the conditional indirect assumptions.

4.5 Analysis of Direct Effects

The direct effects have been analysed from linear regression by using PROCESS method of Hayes (2013). A separate analysis has been performed for testing the direct effects on each outcome variable. Afterward, mediation and moderated mediation analysis were performed. Age has been controlled for career success

(subjective and objective) and Gender has been controlled for the bullying behavior as per the recommendation of Becker (1998), that only significant demographics needs to be controlled. Regression results are reported with beta values and significance value which is denoted by p-value.

Hypothesis 1a predicts the positive association of narcissism with subjective and objective career success. Analysis results supported the narcissism association with subjective career success ($\beta=.22$, $p < .001$) but positive relation of narcissism and objective career success is not supported ($\beta = 0.05$, $p = ns$) as shown in table 17 and 18 respectively. Therefore, H1a is partially supported.

Hypothesis 1b anticipated the positive relationship of a psychopath with subjective and objective career success. Results proved the positive relation of psychopath with subjective ($\beta = .16$, $p < .01$) and objective career success ($\beta = .23$, $p < .001$) as shown in table 21 and 22. Hence H1b is accepted.

Hypothesis 1c predicted a positive association of Machiavellianism with subjective and objective career success. Results showed the positive association of Machiavellianism with subjective career success ($\beta = .25$, $p < .001$) and significant negative association with objective career success ($\beta = -.15$, $p < .001$) as depicted in table 25 and 26 respectively. Hence H1c is partially approved due to the negative direction of Machiavellianism with objective career success.

Hypothesis 2a predicted a significant relationship between Machiavellianism and job performance. Results given in table 27 shows that Machiavellianism is

significantly related with job performance by revealing the positive direction ($\beta = .28$, $p < .001$). Hence H2a is accepted.

Hypothesis 2b anticipated a significant association between narcissism and job performance. Results proved that narcissism is significantly associated with job performance by reflecting the positive direction ($\beta = .21$, $p < .01$) as shown in Table 19, which approves the non-directional H2b.

Hypothesis 2c predicted a significant association between a psychopath and job performance. Results given in Table 23 shows the significant relationship between the psychopath and Job performance by having the negative direction ($\beta = -.19$, $p = .001$) that approves the H2c.

Hypothesis 3a predicted a positive relationship of Machiavellianism with bullying behavior. Results revealed that Machiavellianism is positively associated with bullying ($\beta = .17$, $p = .01$) as shown in table 28. Hence H3a is supported.

Hypothesis 3b predicted a positive relation between Narcissism and bullying behaviour. Results showed the positive association between narcissism and bullying ($\beta = .171$, $p < .05$) as depicted in table 20. Therefore, H3b is supported.

Hypothesis 3c anticipated the positive association between Psychopath and bullying behaviour. Results revealed that psychopath has a positive relation with bullying ($\beta = .38$, $p < .001$) as shown in table 24. Therefore, H3c is accepted.

Hypothesis 4a predicted a significant positive relationship between Machiavellianism and impression management. Results showed that Machiavellianism has a positive relationship with impression management ($\beta = .31, p < .001$) as shown in Table 25. Hence H4a is fully accepted.

Hypothesis 4b anticipated the positive relationship in between Narcissism and impression management. Results revealed that Narcissism has a positive association with impression management ($\beta = .42, p < .001$) as shown in Table 17. Therefore, H4b is approved.

Hypothesis 4c predicted the significant positive association between Psychopath and impression management. Results showed that Psychopath has a significant positive relationship with impression management ($\beta = .36, p < .001$) as shown in Table 21. Therefore, H4c is accepted.

Hypothesis 5a anticipated the positive relationship in between impression management and job performance. The Results showed that impression management has a positive association with job performance ($\beta = .21, p < .001$) as depicted in Table 23. Therefore, H5a is fully approved.

Hypothesis 5b predicted the positive association in between impression management and career success (subjective and objective). Results showed significant positive relationship in between impression management and both subjective ($\beta = .33, p < .001$) and objective ($\beta = .09, p < .05$) career success as depicted in Table 21 and 22. Hence H5b is accepted.

Hypothesis 5c predicted the non-directional significant relationship in between impression management and bullying behaviour from perpetrator perspective. The results showed that impression management is positively associated with bullying behaviour ($\beta = .30, p < .001$) as shown in Table 20. Therefore, H5c as a non-directional hypothesis is accepted. The logical reasoning of the above-mentioned relationship is given in the discussion part of chapter 5.

4.6 Mediation Analysis

The proposed mediation model is based on indirect links of Hypothesis 4a, b, c, Hypothesis 5a, b, c and H6a, b, c, in which the relationship between dark triad (Machiavellianism, narcissism, and psychopath) and outcome variables (Job performance, Career success, and bullying behavior) are mediated by soft impression management strategy. There are several techniques to test indirect effects. One of the most popular technique is stepwise technique proposed by Baron, and Kenny (1986) but the scholars highlighted the limitations in the stepwise method (MacKinnon, Lockwood, Hoffman, West and Sheets, 2002). There are progressive developments regarding different methodological ways for analysing indirect effects. Preacher and Hayes (2008) proposed Macros which includes “Indirect test”, “Sobel test” and “Goodman test” for analysing complex models effectively.

Bootstrapping technique has been used in this study to test the mediation effects as recommended by Preacher and Hayes (2008). According to MacKinnon, Lockwood, & Williams (2004) bootstrap confidence intervals avoids the problems related to non-normal sampling distributions of mediation relationship. Moreover, Sobel (1986) test

has been applied based on normality theory to analyse whether the mediator (IM) transmits the influence of independent variable to the dependent variable. According to Preacher and Hayes (2004), Sobel test is more appropriate for estimating indirect paths as this is more influential method than the stepwise procedure of Baron and Kenny (1986). Sobel test works well with large samples and its basic assumption is the data normality, which might not always available for all variables. Therefore, both bootstrapping and Sobel test has been used for the proposed theoretical framework to reconfirm the effect of indirect paths.

The latest “PROCESS” technique of Hayes, (2013) has been used that includes all the macros versions, which were given separately in the previous versions presented by Preacher and Hayes (2008). “PROCESS” includes multiple options for mediation, moderation, and combination of both moderation and mediation models. For this study, model 4 has been chosen for investigating direct and indirect effects, which includes estimates of path coefficients, bias-corrected bootstrap confidence intervals, and Sobel test. Many behavioral statisticians have recommended the bias-corrected bootstrap test to analyse the mediated effects (e.g. Fritz and Mackinnon, 2007). This method controls the covariates effects and adjusts all the path estimates which are not proposed in the mediation model (Hayes, 2013). Model 4 offers the results of direct and indirect associations separately. The details of the direct effects are presented in the previous section and the results of indirect effects are discussed in the following section. Age is controlled for career success (subjective and objective) and gender is controlled for bullying behavior for direct and indirect effects.

4.6.1 Bootstrap for Indirect Impact of Narcissism on Career Success through Impression Management

Hypothesis 6a predicted the mediating role of soft Impression Management strategy between Narcissism and Career Success (subjective and objective). The results show that Narcissism has a positive significant impact on IM ($\beta = .42, p < .001$) and IM has a positive effect on Subjective Career Success ($\beta = .23, p < .001$). Narcissism also showed a positive direct effect on subjective career success ($\beta = .22, p < .001$). Age is being controlled for having a significant influence on direct and indirect effects ($\beta = .12, p < .001$). The bootstrap indirect impact of Narcissism on subjective career success through IM was significant as the bootstrap lower level 95% confidence interval and upper level 95% confidence interval does not include zero, Effect = .09 (LLCI = .04; ULCI = .15).

The Sobel two-tailed significance test based on normal distribution validated the significance of the indirect impact of narcissism on subjective career success through IM (Sobel $z = 3.76, p = .000$) as depicted in table 17.

Table 17: Direct and Indirect Effects through Regression Results

Mediating role of Impression Management in between Narcissism and Career Success (subjective)				
<i>Direct and Indirect Impact</i>				
	β	S.E	t	p
Narc → Impression Management	.42	.05	8.22	.00
MED Regressed on IV				

IM → Career Success (subjective)	.23	.05	4.30	.00
DV Regressed on MED				
Narc → Career Success (subjective)	.22	.06	3.59	.00
DV Regressed on IV				
Age (Control variable)	.12	.02	4.48	.00

Bootstrap Results for Indirect Impact of IV on DV via Mediator (Bias-Corrected 95% Confidence Intervals)

Effect	S.E (Boot)	LLCI95%	ULCI95%
.09	.02	.04	.15

Sobel Test for Mediation Effect by using Normal Distribution

Effect	S.E	Z	P
.09	.02	3.76	0.00

Note: N=420. Unstandardized regression coefficients are testified. MED = Mediator. LL = Lower limit; UL = Upper limit; CI = Confidence interval. Bootstrap sample size = 5000

Table 18 shows the positive effect of Narcissism on IM ($\beta = .42, p < .001$). Moreover, IM has a non-significant positive impact on Objective Career Success ($\beta = .02, p > .05$) and Narcissism is also having a non-significant direct impact on Objective Career Success ($\beta = .05, p > .05$). The significant influence of age for direct and indirect effects on objective career success has also been controlled ($\beta = -.20, p < .001$). Bootstrap indirect effects of narcissism on objective career success through IM are non-significant as the bootstrap lower level 95% confidence interval and upper level 95% confidence interval does include a zero, Effect = .01, (LLCI 95% = -.03; ULCI 95% = .05). The Sobel test does not show significant indirect impact for Objective career success (Sobel $z = 0.43, p = .66$) as depicted in table 5. Hence H6a is partially supported.

Table 18: Direct and Indirect Effects through Regression Results

Mediation of Impression Management in between the relationship of Narcissism and Objective Career Success				
	<i>Direct and Indirect Impact</i>		t	p
	β	S.E		
Narc → Impression Management MED Regressed on IV	.42	.05	8.22	.00
IM → Career Success (Objective) DV Regressed on MED	.02	.06	.43	.66
Narc → Career Success (Objective) DV Regressed on IV	.05	.07	.71	.47
Age (Control variable)	-.20	.03	-6.23	.00

Bootstrapping results for the indirect impact of IV on DV through Mediator (Bias-Corrected 95% Confidence Intervals)				
	Effect	S.E (Boot)	LLCI 95%	ULCI 95%
	.01	.02	-.03	.05

Sobel Test for Mediation Effect by using Normal Distribution				
	Effect	S.E	z	p
	.01	.02	.43	.66

Note: N=420. Unstandardized regression coefficients are testified. MED = Mediator. LL = Lower limit; UL = Upper limit; CI = Confidence interval. Bootstrap sample size = 5000

4.6.2 Bootstrap Indirect Effects of Narcissism on Job Performance through Impression Management

Hypothesis 6b predicted an indirect relation of Narcissism with Job Performance through Impression Management. The results revealed that narcissism directly impacts IM ($\beta = .42, p < .001$) and IM has a positive effect on Job performance ($\beta = .13, p < .001$). Moreover, narcissism has a positive direct effect on job performance ($\beta = .21, p < .001$). The bootstrapping indirect effect of narcissism on job performance

via IM is significant as the boot lower and upper confidence intervals does not include zero, Effect = .05, (LLCI 95% = .001; ULCI 95% = .122). Sobel test validates the significant indirect impact on job performance ($z = 2.22, p < .05$) as depicted in table 19. Hence H6b has been proved.

Table 19: Regression Results: Direct and Indirect Effects

Mediating role of Impression Management in between the relationship of Narcissism and Job Performance				
<i>Direct and Indirect Effects</i>				
	β	S.E	t	p
Narc → Impression Management MED Regressed on IV	.42	.05	8.22	.00
IM → Job Performance DV Regressed on MED	.13	.05	2.31	.00
Narc → Job Performance DV Regressed on IV	.21	.07	2.69	.00

Results (Bootstrap) for indirect effects of IV on DV through Mediator (Bias-Corrected 95% Confidence Interval)				
Effect	S.E (Boot)	LLCI 95%	ULCI 95%	
.05	.03	.001	.122	

Sobel Test for Mediation Effect by using Normal Distribution				
Effect	S.E	z	p	
.05	.02	2.22	.02	

Note: N=420. Unstandardized regression coefficients are testified. MED = Mediator. LL = Lower limit; UL = Upper limit; CI = Confidence interval; Bootstrap sample size = 5000

4.6.3 Bootstrapping for Indirect Effects of Narcissism on Bullying Behaviour through Impression Management

Hypotheses 6c proposed a mediating role of IM in between the association of Narcissism and bullying behaviour. The results of table 20 shows that Narcissism has a positive impact on IM ($\beta = .42, p < .001$) and IM is having a positive relation with bullying behaviour ($\beta = .30, p < .001$). Moreover, narcissism positively relates to being the perpetrator of bullying behaviour ($\beta = .17, p = .01$). The significant negative impact of gender has been controlled for the direct and indirect impact on bullying ($\beta = -.28, p < .001$). The bootstrap indirect effects of narcissism on being perpetrator of bullying behaviour are significantly mediated through IM for reducing the bullying behaviour, as the bootstrap confidence intervals did not include zero in between lower and upper limits which capture the true proportion of population to support the mediation, effect = .13, (LLCI 95% = .06; ULCI 95% = .20). The Sobel (two-tailed) significance test by assuming a normal distribution verified the significance of indirect impact on being the perpetrator of bullying behaviour ($z = 4.26, p < .001$). Therefore, H6c is supported.

Table 20: Direct and Indirect Regression Results

Mediating Role of Impression Management in between the relationship of Narcissism and Bullying Behaviour				
<i>Direct and Indirect Effects</i>				
	β	S.E	t	p
Narc → Impression Management MED(T2) Regressed on IV(T1)	.42	.05	8.22	.00
IM → Bullying Behaviour DV(T3) Regressed on MED(T2)	.30	.06	4.98	.00

Narc → Bullying Behaviour DV(T3) Regressed on IV(T1)	.17	.07	2.43	.01
Gender(T1) (Control variable)	-.28	.09	-2.97	.00

Results (bootstrap) for Indirect impact of IV on DV via Mediator (Bias-Corrected 95% Confidence Intervals)

Effect	S.E (Boot)	LLCI 95%	ULCI 95%
.13	.03	.06	.20

Sobel Test for Mediation Effect by means of Normal Distribution

Effect	S.E	z	p
.13	.03	4.26	.00

Note: N=420. Unstandardized regression coefficients are tested. MED = Mediator. LL = Lower limit; UL = Upper limit; CI = Confidence interval; Bootstrap sample size = 5000

4.6.4 Indirect Effects (Bootstrap) of Psychopath on Career Success through Impression Management

Hypotheses 7a predicted an indirect relationship between Psychopath and Career Success (subjective and objective) through soft taxonomy of Impression Management. The results of Table 21 show the direct impact of psychopath on IM ($\beta = .36, p < .001$) and IM is positively associated with the subjective career success ($\beta = .33, p < .001$). Psychopath has a direct positive impact on subjective career success ($\beta = .16, p < .001$). Age is being controlled for its significant influence on direct and indirect effects ($\beta = .11, p < .001$). Bootstrap indirect effect of psychopath on subjective career success through IM was significant as the bootstrap lower limit and upper limit confidence intervals did not include zero, effect = .12, (LLCI 95% = .074; ULCI 95% = .179). The bootstrap results were also verified by the Sobel test, which showed a

significant indirect impact of the psychopath on subjective career success through IM ($z = 4.88, p < .001$).

Table 21: Regression Results: Direct and Indirect Effects

Role of Impression Management as Mediator in the relationship of Psychopath and Career Success (Subjective)

<i>Direct and Indirect Impact</i>				
	β	S.E	t	p
Psy → Impression Management MED(T2) Regressed on IV(T1)	.36	.04	7.69	.00
IM → Career Success (Subjective) DV(T3) Regressed on MED(T2)	.33	.05	6.32	.00
Psy → Career Success (Subjective) DV(T3) Regressed on IV(T1)	.16	.05	3.03	.00
Age(T1) (Control variable)	.11	.02	4.06	.00

Results (Bootstrap) for indirect effects of IV on DV through Mediator (Bias-Corrected 95% Confidence Intervals)

Effect	Boot S.E	LLCI 95%	ULCI 95%
.12	.02	.074	.179

Sobel Test for Mediation Effect by means of Normal Distribution

Effect	S.E	z	p
.12	.02	4.88	.00

Note: N=420. Unstandardized regression coefficients are tested. MED = Mediator. LL = Lower limit; UL = Upper limit; CI = Confidence interval; Bootstrap sample size = 5000

Table 22 shows the positive effect of psychopath on impression management ($\beta = .36, p < .001$) and IM is significantly related with objective career success ($\beta = .09, p < .05$). There is significant direct impact of psychopath on objective career success

(occupational status) ($\beta = .23, p < .001$). The negative influence of age is controlled for the direct and indirect effects on objective career success ($\beta = -.18, p < .001$). The bootstrap indirect effects of psychopath on objective career success through IM are significant as lower limit and upper limit of confidence intervals does not include zero, which means that 95% population chosen as sample support the mediating role of IM, effect = .02, (LLCI 95% = .002; ULCI 95% = .062). Bootstrap results were validated by Sobel test which showed the significant indirect impact of a psychopath on objective career success through IM ($z = 2.02, p = .04$). Therefore, H7a is fully supported.

Table 22: Regression Results: Direct and Indirect Effect

Mediation of Impression Management in between the relationship of Psychopath and Career Success (Objective)

<i>Direct and Indirect Effects</i>				
	β	S.E	t	p
Psy → Impression Management MED(T2) Regressed on IV(T1)	.36	.04	7.94	.00
IM → Career Success (Objective) DV(T3) Regressed on MED(T2)	.09	.04	2.05	.04
Psy → Career Success (Objective) DV(T3) Regressed on IV(T1)	.23	.06	3.84	.00
Age(T1) (Control variable)	-.18	.03	-5.85	.00

Results (Bootstrap) for indirect effects of IV on DV through Mediator (Bias-Corrected 95% Confidence Intervals)			
Effect	S.E (Boot)	LLCI 95%	ULCI 95%
.02	.01	.002	.062

Sobel Test for Mediation Effect by means of Normal Distribution

Effect	S.E	z	p
.02	.01	2.02	.04

Note: N=420. Unstandardized regression coefficients are tested. MED = Mediator. LL = Lower limit; UL = Upper limit; CI = Confidence interval; Bootstrap sample size = 5000

4.6.5 Indirect (Bootstrap) Effects of Psychopath on Job Performance via Impression Management

Hypotheses 7b proposed that Impression Management Strategy mediates the effect of a psychopath on job performance. The results showed that psychopath significantly relate with soft taxonomy of impression management ($\beta = .36, p < .001$) and IM significantly effects job performance ($\beta = .21, p < .001$). Moreover, psychopath has a significant negative impact on job performance ($\beta = -.19, p < .001$). Bootstrap indirect effects of psychopath on job performance through IM are positive and significant as bootstrap lower and upper limit confidence interval values (excluding zero) captures the parameter of interest (i.e. IM), effect = .08, (LLCI 95% = .03; ULCI 95% = .13). The Sobel two-tailed significance test validated the significance of the indirect effect of a psychopath on job performance through IM ($z = 3.41, p < .001$) as shown in table 23. Therefore, H7b has been accepted.

Table 23: Regression Results: Direct and Indirect Effects

**Role of Impression Management as Mediator in the relationship between
Psychopath and Job Performance**

<i>Direct and Indirect Effect</i>				
	β	S.E	t	p
Psy → Impression Management MED(T2) Regressed on IV(T1)	.36	.04	7.94	.00
IM → Job Performance DV(T3) Regressed on MED(T2)	.21	.05	3.77	.00
Psy → Job Performance DV(T3) Regressed on IV(T1)	-.19	.05	-3.29	.00

Results (Bootstrap) for indirect effects of IV on DV through Mediator (Bias-Corrected 95% Confidence Intervals)

Effect	S.E (Boot)	LLCI 95%	ULCI 95%
.08	.02	.03	.13

Sobel Test for Mediation Effect by means of Normal Distribution

Effect	S.E	z	p
.08	.02	3.41	.00

Note: N=420, Unstandardized regression coefficients are tested. MED = Mediator. LL=Lower limit; UL=Upper limit; CI=Confidence interval; Bootstrap sample size = 5000.

4.6.6 Indirect (Bootstrap) Effects of Psychopath on Bullying Behaviour via Impression Management

Hypothesis 7c anticipated that Impression Management Strategy mediates the effect of Psychopath on Bullying Behaviour. The results shown in table 24 depicted the significant positive relation of a psychopath on being the perpetrator of bullying ($\beta =$

.38, $p < .001$). Psychopath has a significant impact on IM ($\beta = .36$, $p < .001$) and IM has a positive significant impact on bullying behaviour ($\beta = .21$, $p < .001$). The negative influence of Gender is controlled for the direct and indirect effects on bullying behaviour ($\beta = -.23$, $p = .01$). The bootstrap indirect effects of a psychopath on being the perpetrator of bullying behaviour are reduced through the IM as bootstrap lower and upper limit confidence interval values (excluding zero) significantly captures the mediating parameter of interest, effect = .07, (LLCI 95% = .03; ULCI 95% = .13). The Sobel two-tailed significance test validated the significance of the indirect impact of a psychopath on bullying behaviour through the soft taxonomy of IM ($z = 3.34$, $p < .001$). Therefore, H7c has been accepted.

Table 24: Regression Results: Direct and Indirect Impact

Mediation of Impression Management in between the relationship of Psychopath and Bullying Behaviour

<i>Direct and Indirect Impact</i>				
	β	S.E	t	p
Psy → Impression Management MED(T2) Regressed on IV(T1)	.36	.04	7.94	.00
IM → Bullying Behaviour DV(T3) Regressed on MED(T2)	.21	.05	3.68	.00
Psy → Bullying Behaviour DV(T3) Regressed on IV(T1)	.38	.06	6.41	.00
Gender(T1) (Control variable)	-.23	.09	-2.52	.01

Results (Bootstrap) for indirect effects of IV on DV through Mediator (Bias-Corrected 95% Confidence Intervals)

Effect	S.E (Boot)	LLCI 95%	ULCI 95%
.07	.02	.03	.13

Sobel Test for Mediation Effect by means of Normal Distribution

Effect	S.E	z	p
.07	.02	3.34	.00

Note: N=420, Unstandardized regression coefficients are tested. MED = Mediator. LL=Lower limit; UL=Upper limit; CI=Confidence interval; Bootstrap sample size = 5000.

4.6.7 Indirect (Bootstrap) Effect of Machiavellianism on Career Success through Impression Management

Hypotheses 8a anticipated the indirect association between an indirect relationship between Machiavellianism and Career Success (Subjective and Objective) through Impression Management. The results depicted the positive relation of Machiavellianism with IM ($\beta = .31, p < .001$) and IM has a significant impact on career success (subjective) ($\beta = .25, p < .001$). Moreover, Machiavellianism significantly related with subjective career success ($\beta = .25, p < .001$). Age is being controlled for the direct and indirect effects on subjective based career success ($\beta = .11, p < .001$). The bootstrap indirect effects of Machiavellianism on subjective career success was significant as the bootstrap confidence intervals did not include zero in between lower and upper limit, which means that 95% population chosen as sample support the mediating role of IM, Effect = .08, (LLCI 95% = .03; ULCI 95% = .13). Bootstrap results are validated by the Sobel test which proved the significant indirect effect of

Machiavellianism on subjective career success through IM ($z = 3.69, p < .001$) as shown in the following table 25.

Table 25: Regression Results: Direct and Indirect Effects

Mediation role of Impression Management in the relationship between Machiavellianism and Career Success (Subjective)

<i>Direct and Indirect Effects</i>				
	β	S.E	t	p
Mach → Impression Management MED(T2) Regressed on IV(T1)	.31	.05	5.66	.00
IM → Career Success (Subjective) DV(T3) Regressed on MED(T2)	.25	.05	4.87	.00
Mach → Career Success (Subjective) DV(T3) Regressed on IV(T1)	.25	.06	4.19	.00
Age(T1) (Control variable)	.11	.02	4.03	.00

Results (Bootstrap) for indirect effects of IV on DV through Mediator (Bias-Corrected 95% Confidence Intervals)

Effect	S.E (Boot)	LLCI 95%	ULCI 95%
.08	.02	.03	.13

Sobel Test for Mediation Effect by means of Normal Distribution

Effect	S.E	z	p
.08	.02	3.69	.00

Note: N=420, Unstandardized regression coefficients are tested. MED = Mediator. LL=Lower limit; UL=Upper limit; CI=Confidence interval; Bootstrap sample size = 5000.

Table 26 showed the significant negative relation of Machiavellianism with Objective Career Success ($\beta = -.15, p < .05$). Machiavellianism has a significant impact on soft taxonomy of Impression Management ($\beta = .31, p < .001$) and IM significantly

relates with Objective Career Success ($\beta = .11, p < .05$). The negative influence of Age has been controlled for the direct and indirect effects on objective career success ($\beta = -.18, p < .001$). Bootstrap indirect effects of Machiavellianism on Objective based career success through IM were significant as zero was not included in between the lower and upper limit of confidence intervals, Effect = .03, (LLCI 95% = .005; ULCI 95% = .069). Bootstrap results are validated by the Sobel test that proved the significant indirect effect of Machiavellianism on objective career success through IM ($z = 2.16, p < .05$). Hence H8a is approved.

Table 26: Regression Results: Direct and Indirect Effects

The mediating role of Impression Management in between the relationship of Machiavellianism and Career Success (Objective)

<i>Direct and Indirect Effects</i>				
	β	S.E	t	p
Mach \rightarrow Impression Management MED(T2) Regressed on IV(T1)	.31	.05	5.66	.00
IM \rightarrow Career Success (Objective) DV(T3) Regressed on MED(T2)	.11	.04	2.34	.01
Mach \rightarrow Career Success (Objective) DV(T3) Regressed on IV(T1)	-.15	.06	-2.18	.02
Age(T1) (Control variable)	-.18	.03	-5.66	.00

Results (Bootstrap) for indirect effects of IV on DV through Mediator (Bias-Corrected 95% Confidence Intervals)			
Effect	S.E (Boot)	LLCI 95%	ULCI 95%
.03	.01	.005	.069

Sobel Test for Mediation Effect by means of Normal Distribution

Effect	S.E	z	p
.03	.01	2.16	.03

Note: N=420, Unstandardized regression coefficients are tested. MED = Mediator. LL=Lower limit; UL=Upper limit; CI=Confidence interval; Bootstrap sample size = 5000.

4.6.8 Indirect (Bootstrap) Effects of Machiavellianism on Job Performance by Impression Management

Hypothesis 8b proposed that Impression Management Strategy mediates the effects of Machiavellianism on Job Performance. The results showed that Machiavellianism has a significant impact on IM ($\beta = .31, p < .001$) and IM significantly relates with job performance ($\beta = .11, p < .05$). Moreover, Machiavellianism has a significant direct impact on job performance ($\beta = .28, p < .001$). Bootstrapping indirect effect of Machiavellianism on Job Performance by IM strategy was significantly proved as the confidence intervals did not include zero in between lower and upper limits, therefore the chosen population as sample significantly approves the mediating parameter of interest, Effect = .03, (LLCI 95% = .005; ULCI 95% = .086). The Sobel two-tailed significant assessment (assuming the normal distribution) results validated the bootstrap confidence interval results ($z = 2.00, p < .05$) as depicted in the following table 27. Therefore, H8b has been approved.

Table 27: Regression Results: Direct and Indirect Impact

**Mediation of Impression Management in between the relationship of
Machiavellianism and Job Performance**

<i>Direct and Indirect Effects</i>				
	β	S.E	t	p
Mach → Impression Management MED(T2) Regressed on IV(T1)	.31	.05	5.66	.00
IM → Job Performance DV(T3) Regressed on MED(T2)	.11	.05	1.95	.04
Mach → Job Performance DV(T3) Regressed on IV(T1)	.28	.07	3.97	.00

Results (Bootstrap) for Indirect Effects of IV on DV through Mediator (Bias-Corrected 95% Confidence Intervals)

Effect	S.E (Boot)	LLCI 95%	ULCI 95%
.03	.02	.005	.086

Sobel Test for Mediation Effect by means of Normal Distribution

Effect	S.E	z	p
.03	.01	2.00	.04

Note: N=420, Unstandardized regression coefficients are tested. MED = Mediator. LL=Lower limit; UL=Upper limit; CI=Confidence interval; Bootstrap sample size = 5000.

4.6.9 Indirect (Bootstrap) Effects of Machiavellianism on Bullying Behaviour by the Impression Management

Hypotheses 8c proposed that Impression Management Strategy mediates the effects of Machiavellianism on Bullying Behaviour. The results depicted that Machiavellianism significantly relates with soft taxonomy of IM strategy ($\beta = .31, p < .001$) and IM has a significant impact on bullying behavior ($\beta = .36, p < .001$). The

direct impact of Machiavellianism on being the perpetrator of bullying behavior has been proved significant ($\beta = .17, p < .05$). The significant negative influence of Gender was controlled for the direct and indirect effects on bullying behavior ($\beta = -.43, p < .001$). the bootstrap indirect impact of Machiavellianism on perpetrator of bullying was reduced through IM strategy, the mediating effect was significant as the lower and upper limit of bootstrap confidence intervals did not include zero, which means that there is 95% confidence level that the chosen population as sample approves the mediating parameter, Effect = .10, (LLCI 95% = .05; ULCI 95% = .16). The Sobel test which is based on normal theory and by assuming the normal distribution has validated the bootstrap results of the indirect effect of Machiavellianism on being the perpetrator of bullying through IM ($z = 4.16, p < .001$) as shown in table 28. Hence H8c has been accepted.

Table 28: Regression Results: Direct and Indirect Effects

Mediation of Impression Management in between the relationship of Machiavellianism and Bullying Behaviour

<i>Direct and Indirect Impact</i>				
	β	S.E	t	p
Mach → Impression Management MED(T2) Regressed on IV(T1)	.31	.05	5.66	.00
IM → Bullying Behaviour DV(T3) Regressed on MED(T2)	.36	.05	6.14	.00
Mach → Bullying Behaviour DV(T3) Regressed on IV(T1)	.17	.07	2.34	.01
Gender(T1) (Control variable)	-.43	.13	-3.31	.00

Results (Bootstrap) for Indirect Effects of IV on DV through Mediator (Bias-Corrected 95% Confidence Intervals)

Effect	S.E (Boot)	LLCI 95%	ULCI 95%
.10	.02	.05	.16

Sobel Test for Mediation Effect by means of Normal Distribution

Effect	S.E	z	p
.10	.02	4.16	.00

Note: N=420, Unstandardized Regression Coefficients are testified. MED = Mediator. LL=Lower limit; UL=Upper limit; CI=Confidence interval; Bootstrap Sample Size = 5000.

4.7 Moderation Analysis

The proposed hypothesis 7a, b, c and 8a, b, c reveals the role of job autonomy and role ambiguity (moderators) in between the Dark Triad (Machiavellianism, Narcissism and Psychopath)-Impression Management relationships. Moderated Regression Analysis was performed for investigating the proposed moderation hypothesis as recommended by Cohen, Cohen, West, and Aiken (2003). Both moderating and independent variables were centred. The multiplicative terms (Dark Triad composed of Machiavellianism, Narcissism and Psychopath x Job Autonomy) and (Narcissism, Machiavellianism and Psychopath x Role Ambiguity) were created with the centred variables (Aiken and West, 1991). The multiplicative term should be significant to prove moderation. Slope test was also performed by displaying the one standard deviation (SD) low and high values from the mean, interaction plots were also created for low and high \pm 1SD from the mean value (Stone and Hollenback, 1989; Aiken and West, 1991).

4.7.1 Multiplicative Effects of Narcissism and Job Autonomy on Impression Management

Hypothesis 9a proposed that job autonomy moderates the relationship in between Narcissism and Impression management, the relation is stronger in the presence of high job autonomy and vice versa. For moderation Narcissism at Time 1 and job autonomy Time 1 was entered in the first step. The interaction term (Narcissism x job autonomy) was entered in the second step. The impression management Time 2 was taken as dependent variable. No demographic variable proved significant with impression management throughout moderation investigations so there was no need to control them (Becker, 1998).

Table 29 shows the direct and interactive effects of moderation on the dependent variable. The results depict that interaction term (narcissism x job autonomy) is significant ($\beta = -.22$, $p < .01$, $\Delta R^2 = .016$, $p < .01$). Slope test proves that slope is significant at high ($\beta = .68$, $p < .001$), average ($\beta = .54$, $p < .001$) and low ($\beta = .40$, $p < .001$) values of job autonomy. The relationship is stronger at a high value of job autonomy which is according to the proposed. Hence H9a is accepted. The interaction plots given in Figure 11 indicates that the positive relationship in between Narcissism and Impression management is stronger at high job autonomy and vice versa.

Table 29: Moderated Regression Analysis for IM

<i>Outcome Variable: Impression Management</i>				
<i>Moderator: Job Autonomy</i>	β	ΔR^2	LL95%CI	UL95%CI
Step 1:				
Narc	.54***		.36	.72
JA	.08		-.10	.26
		.37***		
Step 2:				
Narc x JA	.21*		.02	.45
		.016*		

Note: $N = 420$, *Narc* = Narcissism, *JA*=Job Autonomy
 *** $P < .001$, ** $p < .01$, * $p < .05$

Table 30: Slope Test Effects on the Relationship of Narcissism and IM

<i>Moderator: Job Autonomy</i>	Effect	Boot SE	LL95%CI	UL95%CI
-1SD	.40***	.11	.19	.62
Mean	.54***	.09	.36	.72
+1SD	.68***	.12	.43	.93

*** $P < .001$, ** $p < .01$, * $p < .05$

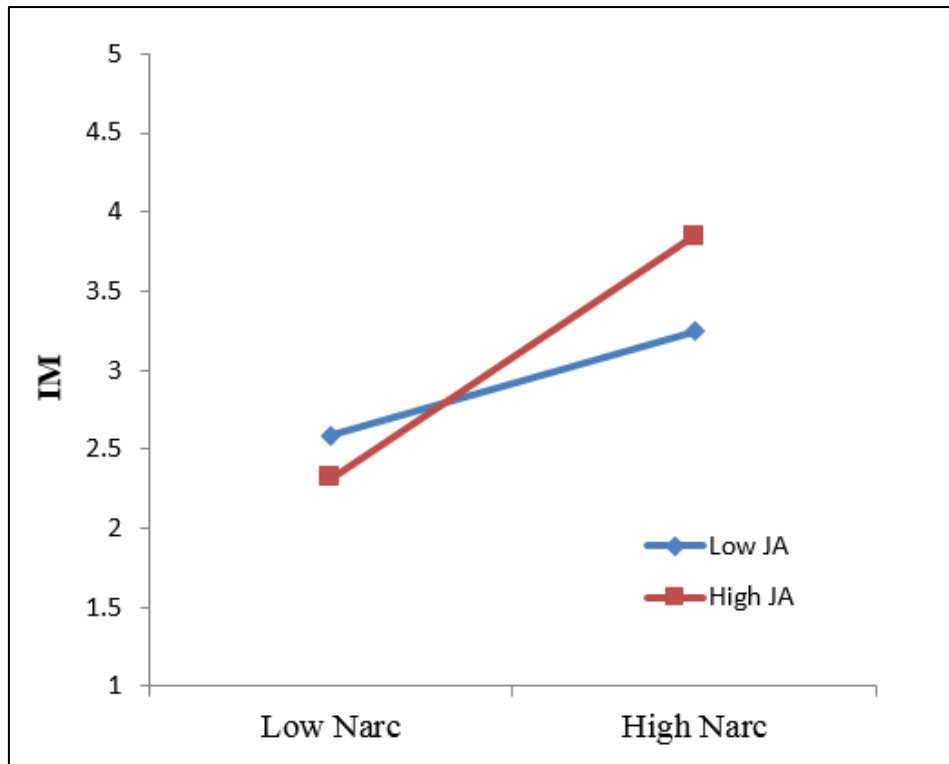


Figure 11: Effect of Interaction (Narc x JA) Plots on IM

4.7.2 Multiplicative Effects of Machiavellianism and Job Autonomy on Impression Management

Hypotheses 9b proposed the moderating role of job autonomy between the association of Machiavellianism and impression management. In the first step Machiavellianism time 1 and job autonomy time 1 were reported and multiplicative term (Mach x job autonomy) was entered in the second step. Soft impression management time 2 was taken as an outcome variable.

Table 31 shows the moderating results that reflects the significant interaction term (Machiavellianism x job autonomy) ($\beta = -.19, p < .05; \Delta R^2 = .011, p < .05$). Slope test shows that the slope is significant at high ($\beta = .22, p < .01$), average ($\beta = .34, p < .001$) and low ($\beta = .47, p < .001$) values of job autonomy. The direct relationship

between Machiavellianism and IM is stronger at a low level of job autonomy and weaker at a high level of job autonomy, which is contrary to the proposed hypothesis. Hence H9b is rejected. The interaction plots shown in figure 12 reflects the stronger relationship in between Machiavellianism and IM when job autonomy is low and vice versa.

Table 31: Moderated Regression Analysis for IM

<i>Outcome Variable: Impression Management</i>				
<i>Moderator: Job Autonomy</i>	β	ΔR^2	LL95%CI	UL95%CI
Step 1:				
Mach	.36***		.22	.49
JA	-.07		-.19	.04
		.26***		
Step 2:				
Mach x JA	-.19*		-.35	-.02
		.011*		

Note: $N = 420$, Mach = Machiavellianism, JA=Job Autonomy, IM = Impression Management; *** $P < .001$, ** $p < .01$, * $p < .05$

Table 32: Slope Test Effects on the Relationship of Mach and IM

<i>Moderator: Job Autonomy</i>	Effect	Boot SE	LL95%CI	UL95%CI
-1SD	.47***	.085	.30	.64
Mean	.34***	.069	.21	.48
+1SD	.22**	.092	.04	.40

*** $P < .001$, ** $p < .01$, * $p < .05$

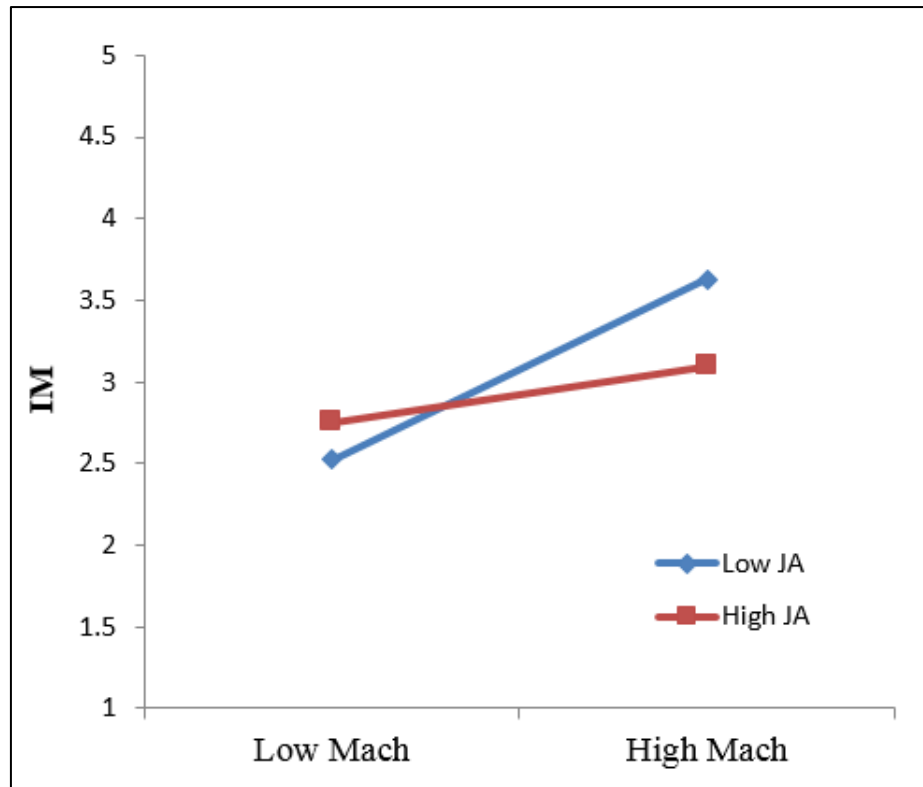


Figure 12: Effect of Interaction (Mach x JA) Plots on IM

4.7.3 Multiplicative Effects of Psychopath and Job Autonomy on Impression Management

Hypothesis 9c predicted the moderating role of job autonomy in an association between the Psychopath and IM, the relation will be stronger in the presence of high job autonomy and vice versa. For analysing moderation Psychopath time 1 and job autonomy time 1 were reported in the first step and interactive term (Psychopath x JA) was entered in the second step. Impression management time 2 was considered as an outcome variable.

Moderating results shown in Table 33 illustrates the significant interaction term (Psychopath x JA) ($\beta = -.22, p < .01; \Delta R^2 = .016, p < .01$). Simple slope test reflects that slope is significant at high ($\beta = .20, p < .01$), average ($\beta = .35, p < .001$) and low

($\beta = .49, p < .001$) values of job autonomy as shown in Table 34. The direct relationship is stronger in the presence of low job autonomy and weaker at high job autonomy which is opposite to the proposed direction. Therefore, H9c is rejected. The interaction plots shown in Figure 13 shows that the relationship in between Psychopath and IM is stronger in the presence of low job autonomy as compare to high job autonomy.

Table 33: Moderated Regression Analysis for IM

<i>Outcome Variable: Impression Management</i>				
<i>Moderator: Job Autonomy</i>	β	ΔR^2	LL95%CI	UL95%CI
Step 1:				
Psy	.36***		.23	.49
JA	-.05		-.12	.11
		.28***		
Step 2:				
Psy x JA	-.22**		-.38	-.06
		.016**		

Note: $N = 420$, $Psy = Psychopath$, $JA = Job\ Autonomy$
 *** $P < .001$, ** $p < .01$, * $p < .05$

Table 34: Slope Test Effects on the relationship of Psychopath and IM

<i>Moderator: Job Autonomy</i>	Effect	Boot SE	LL95%CI	UL95%CI
-1SD	.49***	.085	.33	.66
Mean	.35***	.065	.22	.47
+1SD	.20**	.084	.03	.36

*** $P < .001$, ** $p < .01$, * $p < .05$

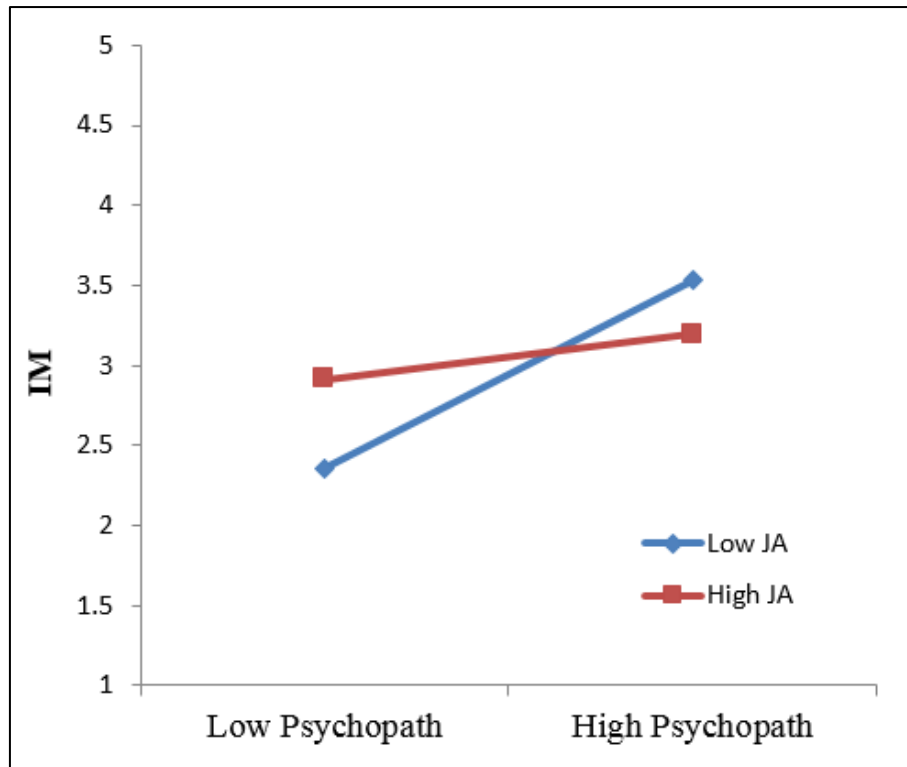


Figure 13: Effect of Interaction (Psy x JA) Plots on IM

4.7.4 Multiplicative Effects of Narcissism and Role Ambiguity on Impression Management

Hypothesis 10a proposed that role ambiguity moderates the relationship in between Narcissism and Impression management (IM), the relation will be stronger in the presence of high role ambiguity and vice versa. For moderating investigation Narcissism time 1 and role ambiguity time 1 were entered in step 1 and interactive term (Narcissism x Role Ambiguity) was entered in step 2. IM was taken as an outcome variable.

Table 35 shows the moderation results that depicts the significant interaction term (Narc x RA) ($\beta = .15, p < .05; \Delta R^2 = .07, p < .05$). Slope test results shown in Table 36 illustrates that slope is significant at high ($\beta = .56, p < .001$), average ($\beta = .45,$

$p < .001$) and low ($\beta = .33, p < .001$) values of role ambiguity as shown in Table 36. The relationship in between Narcissism and role ambiguity is stronger in the presence of high role ambiguity and weaker at low role ambiguity which is according to the proposed. Hence H10a is accepted. The interaction plots shown in Figure 14 proves the stronger direct relationship in between Narcissism and RA when job roles are highly ambiguous as compare to the low level of role ambiguity.

Table 35: Moderated Regression Analysis for IM

<i>Outcome Variable: Impression Management</i>				
<i>Moderator: Role Ambiguity</i>	β	ΔR^2	LL95%CI	UL95%CI
Step 1:				
Narc	.44***		.31	.56
RA	.02		-.09	.14
		.34***		
Step 2:				
Narc x RA	.15*		.04	.31
		.07*		

Note: $N = 420$, $Psy = Psychopath$, $JA = Job Autonomy$, $IM = Impression Management$
 *** $P < .001$, ** $p < .01$, * $p < .05$

Table 36: Slope Test Effects on the Relationship of Narcissism and IM

<i>Moderator: Role Ambiguity</i>	Effect	Boot SE	LL95%CI	UL95%CI
-1SD	.33***	.09	.15	.50
Mean	.45***	.06	.33	.58
+1SD	.56***	.08	.39	.72

*** $P < .001$, ** $p < .01$, * $p < .05$

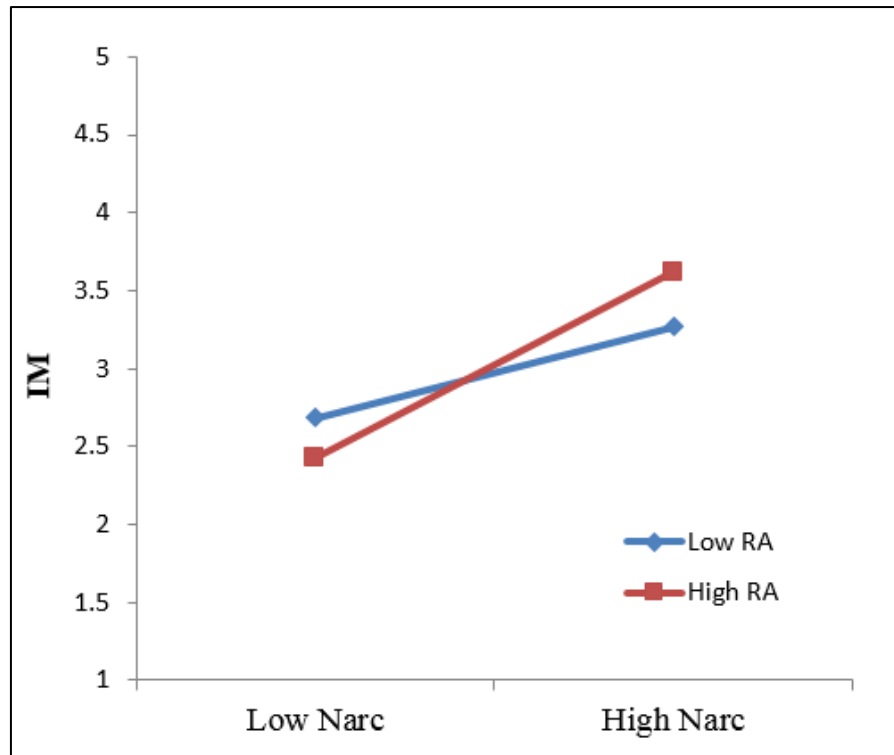


Figure 14: Effect of Interaction (Narc x RA) Plots on IM

4.7.5 Multiplicative Effects of Machiavellianism and Role Ambiguity on Impression Management

Hypothesis 10b proposed that role ambiguity moderates the relationship in between Machiavellianism and IM, the relation will be stronger in the presence of high role ambiguity and vice versa. For moderating analysis Machiavellianism time 1 and role ambiguity time 1 were reported in step 1 and interaction term (Machiavellianism x Role Ambiguity) was entered in step 2. Impression management time 2 was considered as an outcome variable.

Table 37 shows the moderating results that illustrates the significant multiplicative term (Mach x RA) ($\beta = .27, p < .01; \Delta R^2 = .022, p < .01$). Slope test shown in Table 36 proves that slope is significant at high ($\beta = .38, p < .001$), average

($\beta = .19, p < .05$) and low ($\beta = -.06, p > .05$) values of role ambiguity as depicted in Table 38. The direct positive association in between Mach and IM is stronger in the presence of high role ambiguity and weaker when role ambiguity is low which is according to the proposed direction. Therefore, H10b is accepted. The interaction plots shown in Figure 15 depicts the stronger relationship in between Mach and IM when roles are highly ambiguous and vice versa.

Table 37: Moderated Regression Analysis for IM

<i>Outcome Variable: Impression Management</i>				
<i>Moderator: Role Ambiguity</i>	β	ΔR^2	LL95%CI	UL95%CI
Step 1:				
Mach	.19*		.05	.38
RA	-.02		-.19	.13
		.22***		
Step 2:				
Mach x RA	.27**		.05	.49
		.022**		

Note: $N = 420$, Mach = Machiavellianism, RA=Role Ambiguity, IM = Impression Management; *** $P < .001$, ** $p < .01$, * $p < .05$

Table 38: Slope Test Effects on the Relationship of Mach and IM

<i>Moderator: Role Ambiguity</i>	Effect	Boot SE	LL95%CI	UL95%CI
-1SD	-.06	.13	-.27	.25
Mean	.19*	.09	.05	.38
+1SD	.38***	.11	.15	.61

*** $P < .001$, ** $p < .01$, * $p < .05$

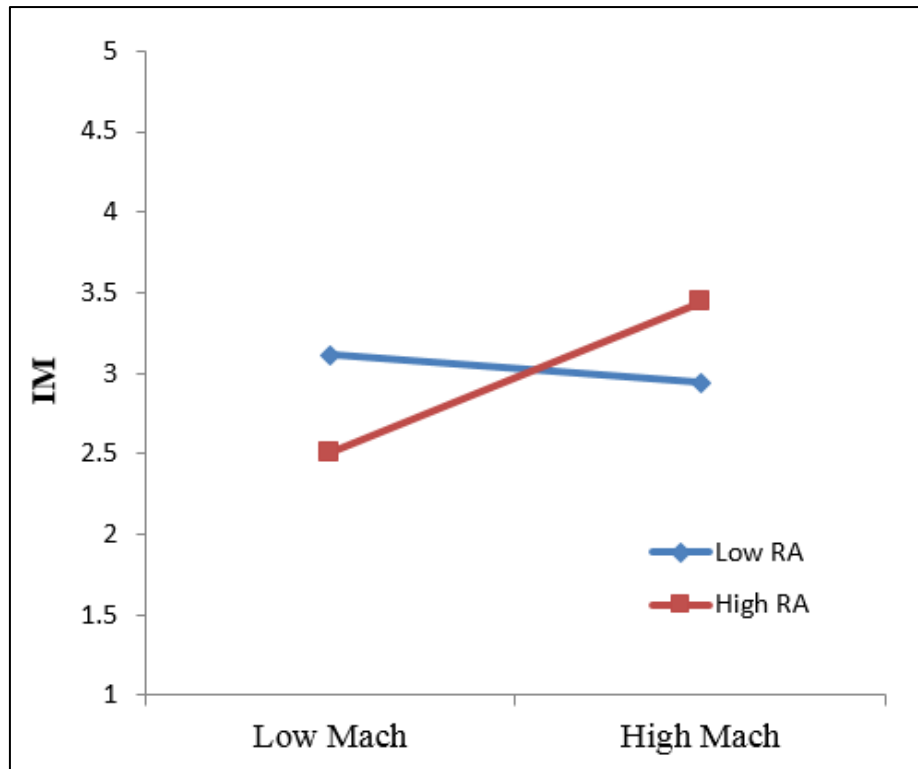


Figure 15: Effect of Interaction (Mach x RA) Plots on IM

4.7.6 Multiplicative Effects of Psychopath and Role Ambiguity on Impression Management

Hypothesis 10c predicted that role ambiguity moderates the relationship in between Psychopath and Impression management, the relation will be stronger in the presence of high role ambiguity and vice versa. For moderating analysis Psychopath time 1 and role ambiguity time 1 were entered in step 1 and interaction term (Psychopath x role ambiguity) was entered in step 2. Impression management is considered as an independent variable.

Moderation results shown in Table 39 proves the significant interaction term (Psychopath x RA) ($\beta = .18, p < .01; \Delta R^2 = .01, p < .01$). Table 38 reflects the slope test which illustrates that slope is significant at high ($\beta = .46, p < .001$), average ($\beta =$

.32, $p < .001$) and low ($\beta = .18, p < .01$) values of role ambiguity as shown in Table 40. The positive relationship in between Psychopath and IM is stronger when ambiguity in roles are high and weaker when role ambiguity is low. The results are according to the proposed direction. Hence H10c is accepted. Interaction plots shown in Figure 16 proves the strength of the relationship in between Psychopath and IM in the presence of high role ambiguity as compare to low role ambiguity.

Table 39 Moderated Regression Analysis for IM

<i>Outcome Variable: Impression Management</i>				
<i>Moderator: Role Ambiguity</i>	β	ΔR^2	LL95%CI	UL95%CI
Step 1:				
Psy	.32***		.21	.43
RA	.09		-.02	.21
		.30***		
Step 2:				
Psy x RA	.18**		.03	.33
		.01**		

Note: $N = 420$, *Psy* = Psychopath, *JA*=Job Autonomy, *IM* = Impression Management
 *** $P < .001$, ** $p < .01$, * $p < .05$

Table 40 Slope Test Effects on the Relationship of Psychopath and IM

<i>Moderator: Role Ambiguity</i>	Effect	Boot SE	LL95%CI	UL95%CI
-1SD	.18**	.08	.01	.35
Mean	.32***	.05	.21	.43
+1SD	.46***	.07	.31	.61

*** $P < .001$, ** $p < .01$, * $p < .05$

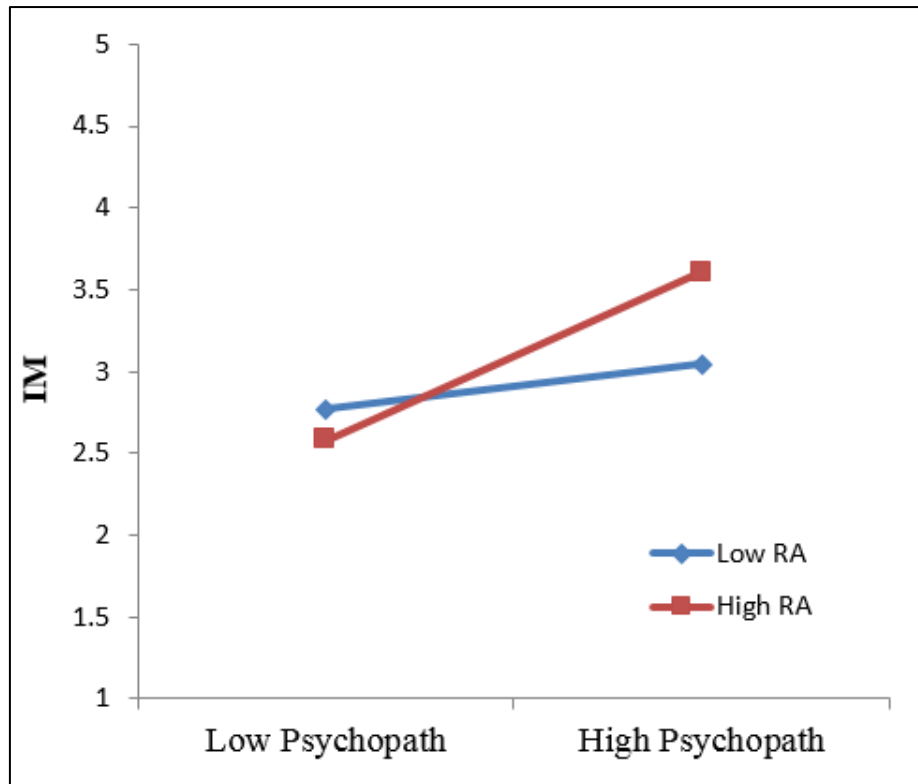


Figure 16: Effect of Interaction (Psy x RA) Plots on IM

4.8 Conditional Indirect Effects (Moderation-Mediation) Analysis

Hypothesis based on conditional indirect effects are analysed by using the bootstrap technique suggested by Preacher and Hayes PROCESS method in SPSS (Preacher & Hayes, 2008; Hayes, 2013). Model 7 was used with the help of PROCESS, both moderator and mediator were entered to analyse the conditional indirect effects at low, average and high levels of the moderating variable. The conditional indirect effects are verified at ± 1 SD from the mean. Bootstrap confidence intervals are used and bootstrap size is 1000 with 95% confidence interval. Moderated-mediation analysis was performed for each outcome variable by taking the moderators' role ambiguity and job autonomy separately for investigating the conditional indirect effects. The above-

mentioned procedure is also adopted in the latest studies to evaluate the conditional indirect effects (such as Einarsen et al., 2018; Agarwal and Gupta, 2018).

4.8.1 Conditional Indirect Impact of Narcissism on Career Success through Impression Management Strategy across different levels of Job Autonomy

Hypothesis 11a proposed that the indirect effect of Narcissism on Career Success (Subjective and Objective) through IM would be strong for dark personality having high job autonomy than vice versa.

Conditional indirect impact of Narcissism on subjective career success through Impression Management Strategy were significant for low ($\beta = .09$, bootstrap LL95%CI = .03; UL95%CI = .16), average ($\beta = .09$, bootstrap LL95%CI = .04; UL95%CI = .15), high ($\beta = .10$, bootstrap LLCI 95% = .04; ULCI 95% = .17) levels of the Job Autonomy. The conditional indirect effects are stronger at high values of job autonomy and weaker at low level of job autonomy as shown in table 41.

Table 41 also depicts the conditional indirect effects of Narcissism on Objective Career Success through IM strategy were significant for low ($\beta = .090$, bootstrap LLCI 95% = .038; ULCI 95% = .160), average ($\beta = .097$, bootstrap LLCI 95% = .047; ULCI 95% = .157) and high ($\beta = .104$, bootstrap LLCI 95% = .048; ULCI 95% = .171) values of Job Autonomy. The bootstrap conditional indirect effects showed that the association is strengthen at high level of job autonomy than low level of job autonomy as predicted. Hence H11a is fully accepted.

Dark Personality such as Narcissism has a conditional indirect significant impact on Career Success (Subjective and Objective) through IM for individuals having low, average and high Job Autonomy. The strength of the conditional indirect effect varies with the different levels of job autonomy.

Table 41: Moderated-Mediation Results across variations of Job Autonomy

Conditional Indirect Impact of Narcissism on Subjective Career Success through Impression Management				
Moderating Variable: (Job Autonomy)	<i>Indirect Effects (Boot)</i>	<i>S.E (Boot)</i>	<i>Boot LLCI</i> (95%CI)	<i>Boot ULCI</i> (95%CI)
-1SD (3.0)	0.090	0.03	.038	.160
M (3.6)	0.097	0.02	.047	.157
+1SD (4.3)	0.104	0.03	.048	.171

Conditional indirect effects of Narcissism on Objective Career Success through IM				
-1SD (3.0)	0.044	0.01	0.013	0.082
M (3.6)	0.048	0.01	0.016	0.086
+1SD (4.3)	0.052	0.02	0.016	0.099

Note: N=420. Bootstrap sample size = 1000; Unstandardized Regression Coefficients are reported; S.E=Standard Error; LL=Lower limit; UL=Upper limit; CI=Confidence Interval.

4.8.2 Conditional Indirect Impact of Narcissism on Job Performance and Bullying Behaviour through IM Strategy across different levels of Job Autonomy.

Hypothesis 12a proposed that the conditional indirect effects of Narcissism on Job Performance through IM would be stronger for the high value of job autonomy and weaker for low Job Autonomy.

Table 42 depicts that conditional indirect effect of Narcissism on Job Performance via IM strategy were significant for low ($\beta = .07$, bootstrap LLCI 95% = .022; ULCI 95% = .148), average ($\beta = .05$, bootstrap LLCI 95% = .013; ULCI 95% = .102) and high ($\beta = .02$, bootstrap LLCI 95% = .002; ULCI 95% = .067) levels of Job Autonomy. The strength of indirect conditional effects shows that the relationship is strong at low level of job autonomy and weak at high level of job autonomy which is contrary to the proposed direction. Hence H12a is partially approved.

Hypothesis 13a suggested that Job Autonomy moderate the mediated effects of Narcissism on Bullying Behaviour via Impression Management Strategy, such that the IM mediated effects would be stronger for individuals having high job autonomy than low job autonomy.

Conditional indirect effects of Narcissism on Bullying Behaviour through IM were showing significant results for low ($\beta = .15$, bootstrap LLCI 95% = .069; ULCI 95% = .247), average ($\beta = .16$, bootstrap LLCI 95% = .095; ULCI 95% = .245) and high ($\beta = .17$, bootstrap LLCI 95% = .097; ULCI 95% = .273) levels of job autonomy. The strength of conditional indirect impact through IM is stronger at high values of job autonomy and vice versa as shown in Table 42, which is according to the proposed statement. Therefore, H13a is fully supported.

Table 42: Moderated-Mediation results across different levels of Job Autonomy

The conditional indirect impact of Narcissism on Job Performance via Impression Management				
Moderator: (Job Autonomy)	<i>Boot Indirect Effects</i>	<i>Boot S.E</i>	<i>Boot LLCI</i> (95%CI)	<i>Boot ULCI</i> (95%CI)
-1SD (3.0)	0.07	0.03	.022	.148
M (3.6)	0.05	0.02	.013	.102
+1SD (4.3)	0.02	0.01	.002	.067

Conditional indirect effects of Narcissism on Bullying Behaviour through IM				
-1SD (3.0)	.15	.04	.069	.247
M (3.6)	.16	.03	.095	.245
+1SD (4.3)	.17	.04	.097	.273

Note: N=420. Bootstrap sample size = 1000; Unstandardized Regression Coefficients are reported; S.E=Standard Error; LL=Lower limit; UL=Upper limit; CI=Confidence Interval.

4.8.3 Conditional Indirect Effect of Machiavellianism on Career Success (Subjective and Objective) through IM strategy across different levels of Job Autonomy.

Hypothesis 11b predicted that the indirect effect of Machiavellianism on Career Success (Subjective and Objective) through Impression Management would be significant across different levels of Job Autonomy. The conditional indirect effect would be stronger in the presence of high job autonomy and vice versa.

Table 43 shows that the conditional indirect effect of Machiavellianism on Subjective Career Success via IM was significant for low ($\beta = .07$, bootstrap LLCI 95% = .026; ULCI 95% = .131), average ($\beta = .05$, bootstrap LLCI 95% = .016; ULCI 95% = .103) and high ($\beta = .03$, bootstrap LLCI 95% = .003; ULCI 95% = .088) levels of Job Autonomy. It is also indicated by the results that the indirect impact of

Machiavellianism on outcome (Subjective Career Success) variable via IM is stronger for the low level of job autonomy and vice versa which is contrary to the proposed direction. Therefore, H11b is partially approved w.r.t subjective career success part.

The conditional indirect effects of Machiavellianism on objective career success through IM were significant for low ($\beta = .027$, bootstrap LLCI 95% = .005; ULCI 95% = .059), average ($\beta = .032$, bootstrap LLCI 95% = .011; ULCI 95% = .061) and high ($\beta = .038$, bootstrap LLCI 95% = .011; ULCI 95% = .074) levels of job autonomy. The bootstrap conditional indirect impact at different levels of moderating variable indicated that the impact was stronger at high value of job autonomy and vice versa as shown in Table 43. The results are according to the proposed prediction, therefore H11b is fully approved w.r.t objective career success perspective.

Table 43: Moderated-Mediation Results across levels of Job Autonomy

Conditional indirect impact of Machiavellianism on Subjective Career Success via Impression Management				
Moderator variable: (Job Autonomy)	<i>Indirect Effects (Boot)</i>	<i>S.E (Boot)</i>	<i>Boot LLCI</i> (95%CI)	<i>Boot ULCI</i> (95%CI)
-1SD (3.0)	0.07	0.02	.026	.131
M (3.6)	0.05	0.02	.016	.103
+1SD (4.3)	0.03	0.02	.003	.088
Conditional indirect effects of Machiavellianism on Objective Career Success through IM				
-1SD (3.0)	0.027	0.01	0.005	0.059
M (3.6)	0.032	0.01	0.011	0.061
+1SD (4.3)	0.038	0.01	0.011	0.074

Note: N=420. Bootstrap sample size = 1000; Unstandardized Regression Coefficients are reported; S.E=Standard Error; LL=Lower limit; UL=Upper limit; CI=Confidence Interval.

4.8.4 Conditional Indirect Effects of Machiavellianism on Job Performance and Bullying Behaviour through IM Strategy across levels of Job Autonomy

Hypothesis 12b predicted that the job autonomy would moderate the mediated effects of Machiavellianism on Job Performance through Impression Management in a way that the impact would be stronger at the high level of job autonomy and vice versa.

Table 44 depicted that the conditional indirect effects of Machiavellianism on Job Performance via IM were significant at low ($\beta = .05$, bootstrap LLCI 95% = .006; ULCI 95% = .112), average ($\beta = .03$, bootstrap LLCI 95% = .004; ULCI 95% = .080) and high ($\beta = .02$, bootstrap LLCI 95% = .001; ULCI 95% = .061) levels of job autonomy. Bootstrap indirect effects are slightly stronger at low value of job autonomy and weaker at high value of job autonomy as opposed to the suggested hypothetical direction, therefore H12b is partially accepted.

Hypothesis 13b suggested that the conditional indirect reduced effects of Machiavellianism on being the perpetrator of Bullying Behaviour through Impression Management would be significant for different levels of Job Autonomy, such that the mediated impact via IM would be stronger for a high level of autonomy and vice versa.

Similarly, Table 44 also shows that the conditional indirect effects of Machiavellianism on Bullying Behaviour via IM were significant at low ($\beta = .064$, bootstrap LLCI 95% = .013; ULCI 95% = .128), average ($\beta = .047$, bootstrap LLCI 95% = .008; ULCI 95% = .100) and high ($\beta = .030$, bootstrap LLCI 95% = .003; ULCI 95% = .084) levels of job autonomy. The conditional indirect effects of

Machiavellianism on being the perpetrator of bullying via IM are weaker at a high level of job autonomy and stronger at a low level of job autonomy as predicted. Hence H13b is partially approved.

Table 44: Moderated-Mediation Results across levels of Job Autonomy

Conditional indirect impact of Machiavellianism on Job Performance via Impression Management				
Moderator variable: (Job Autonomy)	<i>Indirect Effects (Boot)</i>	<i>SE (Boot)</i>	<i>Boot LLCI</i> (95%CI)	<i>Boot ULCI</i> (95%CI)
-1SD (3.0)	0.05	0.02	.006	.112
M (3.6)	0.03	0.01	.004	.080
+1SD (4.3)	0.02	0.01	.001	.061
Conditional indirect effects of Machiavellianism on Bullying Behaviour through IM				
-1SD (3.0)	0.064	0.02	0.013	0.128
M (3.6)	0.047	0.02	0.008	0.100
+1SD (4.3)	0.030	0.02	0.003	0.084

Note: N=420. Bootstrap sample size = 1000; Unstandardized Regression Coefficients are reported; S.E=Standard Error; LL=Lower limit; UL=Upper limit; CI=Confidence Interval.

4.8.5 Conditional Indirect Impact of Psychopath on Career Success (Objective and Subjective) through IM Strategy across different levels of Job Autonomy

Hypothesis 11c suggested that the Job Autonomy moderate the mediated effects of Psychopath on Career Success (Subjective and Objective) through Impression Management, such that the mediated effects would be stronger if individuals possess high job autonomy and vice versa.

As depicted in Table 45 that the conditional indirect impact of Psychopath on Career Success (Subjective) was significant at low ($\beta = .14$, bootstrap LLCI 95% = .075; ULCI 95% = .221), average ($\beta = .13$, bootstrap LLCI 95% = .077; ULCI 95% = .197) and high ($\beta = .12$, bootstrap LLCI 95% = .063; ULCI 95% = .193) levels of job autonomy. The conditional indirect effect of Psychopath on subjective career success through IM strategy were marginally weaker if individuals possess high level of job autonomy and vice versa as opposed to the proposed moderated direction.

Similarly, Table 45 showed that the conditional indirect impact of Psychopath on Objective Career Success through IM was significant at low ($\beta = .025$, bootstrap LLCI 95% = .00; ULCI 95% = .06), average ($\beta = .023$, bootstrap LLCI 95% = .00; ULCI 95% = .05) and high ($\beta = .021$, bootstrap LLCI 95% = .00; ULCI 95% = .05) levels of Job Autonomy. The moderated-mediated indirect effects are weaker at high level of job autonomy and stronger when job autonomy is low, which is opposite to the predicted direction. Hence H1 1c is partially accepted.

Table 45: Moderated-Mediation Results across levels of Job Autonomy

Conditional indirect impact of Psychopathy on Subjective Career Success via Impression Management				
Moderator:				
(Job Autonomy)	<i>Boot Indirect Effects</i>	<i>Boot S.E</i>	<i>Boot LLCI</i> (95%CI)	<i>Boot ULCI</i> (95%CI)
-1SD (3.0)	0.14	0.03	.075	.221
M (3.6)	0.13	0.03	.077	.197
+1SD (4.3)	0.12	0.03	.063	.193

Conditional indirect effects of Psychopathy on Objective Career Success through IM

-1SD (3.0)	0.025	0.01	0.00	0.06
M (3.6)	0.023	0.01	0.00	0.05
+1SD (4.3)	0.021	0.01	0.00	0.05

Note: N=420. Bootstrap sample size = 1000; Unstandardized Regression Coefficients are reported; S.E=Standard Error; LL=Lower limit; UL=Upper limit; CI=Confidence Interval.

4.8.6 Conditional Indirect Effects of Psychopath on Job Performance and Bullying Behaviour via Impression Management across different levels of Job Autonomy

Hypothesis 12c predicted that Job Autonomy moderates the mediated effects of Psychopath on Job Performance through Impression Management strategy in a way that mediated effects will be stronger for high job autonomy and vice versa.

Table 46 showed that the conditional indirect impact of Psychopath on Job Performance via IM was significant for low ($\beta = .09$, boot LLCI 95% = .034; ULCI 95% = .168), average ($\beta = .08$, bootstrap LLCI 95% = .034; ULCI 95% = .139) and high ($\beta = .07$, bootstrap LLCI 95% = .025; ULCI 95% = .129) levels of job autonomy. The mediated effects are considerably stronger if individuals are having low job autonomy and vice versa, which is contrary to the proposed hypothetical direction. Therefore, H12c is having partial acceptance.

Hypotheses 13c predicted that the conditional indirect minimized effects of Psychopath on being the perpetrator of Bullying Behaviour through Impression Management would be significant at different levels of job autonomy but the mediated relationship through IM would be stronger for high job autonomy and vice versa.

As showed in Table 46 that the conditional indirect effects of Psychopath on Bullying Behaviour via IM were significant for low ($\beta = .14$, bootstrap LLCI 95% = .07; ULCI 95% = .23), average ($\beta = .16$, bootstrap LLCI 95% = .09; ULCI 95% = .24) and high ($\beta = .18$, bootstrap LLCI 95% = .10; ULCI 95% = .26) levels of job autonomy. The bootstrap moderated-mediated results (with increased combined effect size) are significantly stronger at high level of job autonomy and vice versa as proposed. Hence H13c is fully accepted.

Table 46: Moderated-Mediation Results across levels of Job Autonomy

Conditional indirect impact of Psychopathy on Job performance via Impression Management				
Moderating variable: (Job Autonomy)	<i>Indirect Effects (Boot)</i>	<i>S.E (Boot)</i>	<i>Boot LLCI</i> (95%CI)	<i>Boot ULCI</i> (95%CI)
-1SD (3.0)	0.09	0.03	.034	.168
M (3.6)	0.08	0.02	.034	.139
+1SD (4.3)	0.07	0.02	.025	.129

Conditional indirect effects of Psychopathy on Bullying Behaviour through IM				
-1SD (3.0)	0.14	0.04	0.07	0.23
M (3.6)	0.16	0.03	0.09	0.24
+1SD (4.3)	0.18	0.04	0.10	0.26

Note: N=420. Bootstrap sample size = 1000; Unstandardized Regression Coefficients are reported; S.E=Standard Error; LL=Lower limit; UL=Upper limit; CI=Confidence Interval.

4.8.7 Conditional Indirect Impact of Narcissism on Career success (Subjective and Objective) through Impression Management Strategy across different levels of Role Ambiguity

Hypothesis 14a suggested that the Role Ambiguity would moderate the mediated effects of Narcissism on Career Success (Subjective and Objective) through Impression Management Strategy, such that the mediated impact is stronger if individuals are having ambiguous roles and vice versa.

As depicted in Table 47 the conditional indirect effect of Narcissism on subjective career success via IM was significant for low ($\beta = .07$, bootstrap LLCI 95% = .02; ULCI 95% = .12), average ($\beta = .09$, bootstrap LLCI 95% = .05; ULCI 95% = .14) and high ($\beta = .12$, bootstrap LLCI 95% = .06; ULCI 95% = .19) levels of role ambiguity. The moderated-mediation effects are significantly stronger if dark personality has high role ambiguity and vice versa, which is according to the proposed moderated direction.

Similarly, table 47 also showed the conditional indirect impact of Narcissism on Objective Career Success through IM were significant at low ($\beta = .037$, bootstrap LLCI 95% = .010; ULCI 95% = .071), average ($\beta = .043$, bootstrap LLCI 95% = .013; ULCI 95% = .077) and high ($\beta = .048$, bootstrap LLCI 95% = .015; ULCI 95% = .090) level of role ambiguity. The conditional indirect impact of Narcissism on Objective career success through IM is strengthened for high ambiguity in roles and vice versa as predicted. Hence H14a is fully approved.

In other words, Narcissism has a significant indirect impact on Subjective and Objective Career success through Impression Management for different role ambiguity levels and the reported strength of the indirect effect is high at the high level of role ambiguity.

Table 47: Moderated-Mediation Results across levels of Role Ambiguity

Conditional indirect impact of Narcissism on Subjective Career Success via Impression Management				
Moderator variable: (Role Ambiguity)	<i>Indirect Effects (Boot)</i>	<i>S.E (Boot)</i>	<i>Boot LLCI</i> (95%CI)	<i>Boot ULCI</i> (95%CI)
-1SD (3.1)	0.07	0.02	.02	.12
M (3.9)	0.09	0.02	.05	.14
+1SD (4.6)	0.12	0.03	.06	.19

Conditional indirect effects of Narcissism on Objective Career Success through IM				
-1SD (3.1)	0.037	0.01	0.010	0.071
M (3.9)	0.043	0.01	0.013	0.077
+1SD (4.6)	0.048	0.01	0.015	0.090

Note: N=420. Bootstrap sample size = 1000; Unstandardized Regression Coefficients are reported; S.E=Standard Error; LL=Lower limit; UL=Upper limit; CI=Confidence Interval.

4.8.8 Conditional Indirect Effects of Narcissism on Job Performance and Bullying Behaviour via Impression Management Strategy across levels of Role Ambiguity

Hypothesis 15a suggested that mediated effects of Narcissism on Job Performance through Impression Management Strategy would be stronger in the presence of high role ambiguity and vice versa.

Table 48 illustrates that the conditional indirect impact of Narcissism on Job Performance was significant for low ($\beta = .04$, bootstrap LLCI 95% = .007; ULCI 95% = .091), average ($\beta = .05$, bootstrap LLCI 95% = .012; ULCI 95% = .114) and high ($\beta = .07$, bootstrap LLCI 95% = .015; ULCI 95% = .148) levels of role ambiguity. The moderated-mediated effects are stronger if individuals possess high role ambiguity and vice versa as proposed. Therefore, H15a is fully supported.

Hypothesis 16a predicted that the conditional indirect impact of Narcissism on being the perpetrator of Bullying Behaviour through Impression Management Strategy would be significant at different levels of Role Ambiguity. The mediated effect of IM would be stronger if narcissists possess high role ambiguity and vice versa.

Similarly, Table 48 also showed the significance of conditional indirect reduced effects of Narcissism on Bullying Behaviour through IM at low ($\beta = .034$, bootstrap LLCI 95% = .002; ULCI 95% = .083), average ($\beta = .047$, bootstrap LLCI 95% = .003; ULCI 95% = .101) and high ($\beta = .059$, bootstrap LLCI 95% = .004; ULCI 95% = .127) levels of role ambiguity. The influence of the indirect effect is stronger under the narcissist possession of high role ambiguity and vice versa as predicted. Hence H16a is fully approved.

Table 48: Moderated-Mediation Results across levels of Role Ambiguity

Conditional indirect impact of Narcissism on Job Performance via Impression Management				
Moderator variable: (Role Ambiguity)	<i>Boot Indirect Effects</i>	<i>Boot S.E</i>	<i>Boot LLCI</i> (95%CI)	<i>Boot ULCI</i> (95%CI)
-1SD (3.1)	0.04	0.02	.007	.091
M (3.9)	0.05	0.02	.012	.114
+1SD (4.6)	0.07	0.03	.015	.148

Conditional indirect effects of Narcissism on Bullying Behaviour through IM				
-1SD (3.1)	0.034	0.02	0.002	0.083
M (3.9)	0.047	0.02	0.003	0.101
+1SD (4.6)	0.059	0.03	0.004	0.127

Note: N=420. Bootstrap sample size = 1000; Unstandardized Regression Coefficients are reported; S.E=Standard Error; LL=Lower limit; UL=Upper limit; CI=Confidence Interval.

4.8.9 Conditional Indirect Effect of Machiavellianism on Career Success through Impression Management across different levels of Role Ambiguity

Hypothesis 14b predicted that the Role Ambiguity would moderate the mediated impact of Machiavellianism on Subjective and Objective Career Success through Impression Management, such that the mediated effect would be stronger for dark individuals having high role ambiguity and vice versa.

As showed in Table 49 the conditional indirect effects of Machiavellianism on Subjective Career Success through IM are stronger under the influence of highly ambiguous roles at low ($\beta = .05$, bootstrap LLCI 95% = .01; ULCI 95% = .10), average ($\beta = .07$, bootstrap LLCI 95% = .03; ULCI 95% = .11) and high ($\beta = .08$, bootstrap

LLCI 95% = .03; ULCI 95% = .14) levels. The impact of the moderated-mediation are stronger under the high ambiguity with respect to roles and vice versa, which is according to the proposed hypothetical direction.

Table 49 also depicted the significance of the indirect (conditional) effect of Machiavellianism on objective career success via IM for low ($\beta = .02$, bootstrap LLCI 95% = .00; ULCI 95% = .05), average ($\beta = .03$, bootstrap LLCI 95% = .01; ULCI 95% = .06) and high ($\beta = .04$, bootstrap LLCI 95% = .01; ULCI 95% = .08) levels of role ambiguity. The strength of the moderated-mediated effect is stronger at high role ambiguity and vice versa according to the projected direction. Therefore, H14b is fully approved.

Table 49: Moderated-Mediation Results across levels of Role Ambiguity

Conditional indirect impact of Machiavellianism on Subjective Career Success via Impression Management				
Moderator variable: (Role Ambiguity)	<i>Indirect Effects (Boot)</i>	<i>S.E (Boot)</i>	<i>Boot LLCI</i> (95% CI)	<i>Boot ULCI</i> (95% CI)
-1SD (3.1)	0.05	0.02	.01	.10
M (3.9)	0.07	0.02	.03	.11
+1SD (4.6)	0.08	0.02	.03	.14
Conditional indirect effects of Machiavellianism on Objective Career Success through IM				
-1SD (3.1)	0.02	0.01	0.00	0.05
M (3.9)	0.03	0.01	0.01	0.06
+1SD (4.6)	0.04	0.01	0.01	0.08

Note: N=420. Bootstrap sample size = 1000; Unstandardized Regression Coefficients are reported; S.E=Standard Error; LL=Lower limit; UL=Upper limit; CI=Confidence Interval.

4.8.10 Conditional Indirect Effect of Machiavellianism on Job Performance and Bullying Behaviour through Impression Management Strategy across different levels of Role Ambiguity

Hypothesis 15b predicted the conditional indirect effects of Machiavellianism on Job performance via Impression Management would be significant for individuals' low, average and high in role ambiguity. Moreover, mediated effects would be stronger for high ambiguity in roles and vice versa.

As showed in Table 50, the conditional indirect impact of Machiavellianism on Job performance via IM was not significant for low ($\beta = .00$, bootstrap LLCI 95% = $-.02$; ULCI 95% = $.01$), average ($\beta = .00$, bootstrap LLCI 95% = $-.02$; ULCI 95% = $.03$) and high ($\beta = .01$, bootstrap LLCI 95% = $-.03$; ULCI 95% = $.05$) levels of role ambiguity. The conditional indirect effects did not change at low and average level of role ambiguity and there is slight change when role ambiguity is high which also reflects non-significant values, so the results are contrary to the proposed hypothetical direction. Hence H15b is not supported.

Hypothesis 16b suggested that the indirect reduced effects of Machiavellianism on being the perpetrator of Bullying Behaviour through Impression Management Strategy would be significant for different levels of Role Ambiguity. The indirect influence is stronger for dark personality having high role ambiguity and vice versa.

Table 50 depicted the significant conditional indirect condensed effects of Machiavellianism on being perpetrator of bullying behaviour through IM for average ($\beta = .03$, bootstrap LLCI 95% = $.00$; ULCI 95% = $.10$) and high ($\beta = .06$, bootstrap

LLCI 95% = .00; ULCI 95% = .16) levels of role ambiguity and the effects are non-significant at low ($\beta = -.00$, bootstrap LLCI 95% = $-.05$; ULCI 95% = $.05$) level of ambiguity in roles. The conditional indirect impact is stronger if dark individuals possess high role ambiguity which is according to the proposed direction. Hence H16b is approved.

Table 50: Moderated-Mediation Results across levels of Role Ambiguity

Conditional indirect impact of Machiavellianism on Job Performance via Impression Management				
Moderator variable: (Role Ambiguity)	<i>Indirect Effects (Boot)</i>	<i>S.E (Boot)</i>	<i>Boot LLCI</i> (95% CI)	<i>Boot ULCI</i> (95% CI)
-1SD (3.1)	0.00	0.01	-.02	.01
M (3.9)	0.00	0.01	-.02	.03
+1SD (4.6)	0.01	0.02	-.03	.05

Conditional indirect effects of Machiavellianism on Bullying Behaviour through IM				
-1SD (3.1)	-0.001	0.02	-0.05	0.05
M (3.9)	0.031	0.02	0.00	0.10
+1SD (4.6)	0.064	0.04	0.00	0.16

Note: N=420. Bootstrap sample size = 1000; Unstandardized Regression Coefficients are reported; S.E=Standard Error; LL=Lower limit; UL=Upper limit; CI=Confidence Interval.

4.8.11 Conditional Indirect Impact of Psychopath on Career Success (Subjective and Objective) via Impression Management across different levels of Role Ambiguity

Hypothesis 14c predicted that the Role Ambiguity would moderate the mediated effects of Psychopath on Career Success (Subjective and Objective) through Impression

Management Strategy across different levels of Role Ambiguity. The mediated effects would be stronger at a high level of role ambiguity and vice versa.

As depicted in Table 51, the conditional indirect effect of Psychopath on subjective career success through IM was significant at low ($\beta = .08$, bootstrap LLCI 95% = .03; ULCI 95% = .14), average ($\beta = .11$, bootstrap LLCI 95% = .07; ULCI 95% = .17) and high ($\beta = .15$, bootstrap LLCI 95% = .08; ULCI 95% = .22) levels of role ambiguity. The influence of mediated effects is stronger for dark individuals having high role ambiguity and vice versa, according to the proposed direction.

Similarly, Table 51 also shows the significant conditional indirect effects of Psychopath on Objective Career Success through IM strategy for low ($\beta = .020$, bootstrap LLCI 95% = .00; ULCI 95% = .04), average ($\beta = .022$, bootstrap LLCI 95% = .00; ULCI 95% = .05) and high ($\beta = .025$, bootstrap LLCI 95% = .00; ULCI 95% = .06) levels of role ambiguity. The strength of the mediated effects of Psychopath on Objective career success via IM are stronger at high level of ambiguity in roles and vice versa as predicted. Hence H14c is fully approved.

Table 51 Moderated-Mediation Results across levels of Role Ambiguity

Conditional indirect impact of Psychopathy on Subjective Career Success via Impression Management				
Moderating variable: (Role Ambiguity)	<i>Indirect Effects (Boot)</i>	<i>S.E (Boot)</i>	<i>Boot LLCI</i> (95%CI)	<i>Boot ULCI</i> (95%CI)
-1SD (3.1)	0.08	0.02	.03	.14
M (3.9)	0.11	0.02	.07	.17
+1SD (4.6)	0.15	0.03	.08	.22

Conditional indirect effects of Psychopath on Objective Career Success through IM

-1SD (3.1)	0.020	0.01	0.00	0.04
M (3.9)	0.022	0.01	0.00	0.05
+1SD (4.6)	0.025	0.01	0.00	0.06

Note: N=420. Bootstrap sample size = 1000; Unstandardized Regression Coefficients are reported; S.E=Standard Error; LL=Lower limit; UL=Upper limit; CI=Confidence Interval.

4.8.12 Conditional Indirect Effects of Psychopath on Job Performance and Bullying Behaviour through Impression Management Strategy across different levels of Role Ambiguity

Hypothesis 15c suggested that the moderated-mediation effects of Psychopath on Job Performance through Impression Management Strategy will be significant at different levels of Role Ambiguity, in a way that the impact would be stronger for dark individuals possessing high role ambiguity and vice versa.

Table 52 showed the significant influence of psychopath on job performance via IM at low ($\beta = .05$, bootstrap LLCI 95% = .01; ULCI 95% = .10), average ($\beta = .07$, bootstrap LLCI 95% = .03; ULCI 95% = .13) and high ($\beta = .10$, bootstrap LLCI 95% = .03; ULCI 95% = .17) levels of role ambiguity. The strength of the mediation effect is stronger for dark individuals carrying high ambiguity in roles and weaker at low role ambiguity, which is according to the proposed moderated direction. Therefore, H15c is fully approved.

Hypothesis 16c predicted that the Role Ambiguity moderate the mediated effects of Psychopath on Bullying Behaviour through Impression Management Strategy

in a way that the moderated-mediated effects will be stronger in the presence of high role ambiguity possessed by the psychopath and vice versa.

Similarly, Table 52 depicted that the conditional indirect reduced effects of Psychopath on being perpetrator of bullying behaviour via IM were significant at low ($\beta = .05$, bootstrap LLCI 95% = .017; ULCI 95% = .110), average ($\beta = .08$, bootstrap LLCI 95% = .031; ULCI 95% = .134) and high ($\beta = .10$, bootstrap LLCI 95% = .039; ULCI 95% = .173) levels of role ambiguity. The strength of the condensed mediated effects is stronger for dark personalities carrying ambiguous roles and weaker for low role ambiguity, according to the proposed direction. Hence H16c is fully accepted.

Table 52: Moderated-Mediation Results across levels of Role Ambiguity

Conditional indirect impact of Psychopathy on Job Performance via Impression Management				
Moderating variable: (Role Ambiguity)	<i>Indirect Effects (Boot)</i>	<i>S.E (Boot)</i>	<i>Boot LLCI</i> (95%CI)	<i>Boot ULCI</i> (95%CI)
-1SD (3.1)	0.05	0.02	.01	.10
M (3.9)	0.07	0.02	.03	.13
+1SD (4.6)	0.10	0.03	.03	.17

Conditional indirect effects of Psychopathy on Bullying Behaviour through IM				
-1SD (3.1)	0.05	0.02	0.017	0.110
M (3.9)	0.08	0.02	0.031	0.134
+1SD (4.6)	0.10	0.03	0.039	0.173

Note: N=420. Bootstrap sample size = 1000; Unstandardized Regression Coefficients are reported; S.E=Standard Error; LL=Lower limit; UL=Upper limit; CI=Confidence Interval.

CHAPTER 5

DISCUSSION AND CONCLUSION

5.1 Overview of the Findings

This study proposed and tested the model based on trait activation theory, in which the social and job relevant situational triggers are investigated in the association between dark triad and behavioural outcomes. The findings of this study provide support to the proposed theoretical model by predicting the conditional indirect effect in which the activation of socially demanding IM strategy mediated the interaction of dark triad and job based situational cues to achieve functional outcomes.

All the main effect hypothesis provides the empirical support, out of which five were fully accepted and three were having partial support due to the opposite direction from the proposed direction. One hypothesis was rejected, as the effect of narcissism on objective career success was not significant. The nine indirect hypotheses were proposed, out of which seven hypotheses were approved and one got partial approval because indirect effects of narcissism on objective career success via impression management were non-significant and the same was significant for subjective career success. There were 18 conditional indirect hypotheses out of which 11 are fully approved whereas 6 are partially accepted and only one is rejected. The partially

accepted hypothesis proved that the conditional indirect effects are significant but the directions were contrary to the proposed ones.

Dark Triad (Machiavellianism, Narcissism, and Psychopath) has significant effects on the intervening variable i.e. soft impression management strategy. Machiavellianism, Narcissism and Psychopath traits are significantly related to job autonomy and role ambiguity. The relationship of the psychopath and role ambiguity is negative. Job autonomy was not proved a better moderated-mediator as compare to role ambiguity. Out of 9 only three job autonomy based moderated-mediated hypothesis was fully accepted and 6 were having significant partial support due to the opposite direction to the proposed ones. As far as role ambiguity is concerned only one conditional indirect hypothesis was rejected and 8 were fully accepted.

For the mediation analysis, soft Impression Management taxonomy was proved significant between dark triad (Machiavellianism, Narcissism, and Psychopath) and outcomes (such as Subjective and objective career success, job performance and bullying behavior). Eight mediation hypotheses were fully accepted and only 1 was having partial approval, as the indirect effect of narcissism on objective career success through IM was rejected, because the relationship between the constructs was not significant. A very little is known about the situational triggers of dark triad traits at work. The results of this study shed light on the socially acceptable situational cues to trigger the functional side of the dark triad for achieving progressive work outcomes.

5.2 Findings of Direct Effects

5.2.1 Dark Triad (Machiavellianism, Narcissism, and Psychopath)

Machiavellianism had a significant relationship with subjective and objective career success. The direction of the relation between Machiavellianism and objective career success is negative as opposed to the predicted positive direction. According to Ng and Feldman's (2014) subjective career success is strongly predicted by personality instead of objective career success. The results proved that Machiavellian employees are perceived as deceptive and manipulative by their superiors that is why it's likely that such individuals achieve higher occupational status within the service industry. Employees having Machiavellianistic traits can misuse the power of occupational status by using the intimidating tactics on their subordinates for achieving their own self-interests instead of organizational centred interests, which explains the negative effects of Machiavellianism on objective career success in service sector. Prior studies also provide evidence that the effects of dark personality on objective career success significantly varies across studies (Ng et al., 2005; Seibert and Kraimer, 2001). Narcissism and Psychopathy are significantly associated with subjective career success due to their fearless dominance and influential social interaction characteristics. The reported results are different from previous results which claim either negative or no relationship in between individual differences (i.e. personality) and career success (subjective and objective). The reported results are in-line with the study conducted by Eisenbarth et al., (2018). The relationship of narcissism with objective career success is non-significant, the reason can be the egocentric and selfish nature of narcissists that can harm the organizational interests especially in the service industry where customers

are valued and considered superior. The stated results are aligned with the studies that report no relationship between personality and objective career success (Ng and Feldman, 2014).

A psychopath has a significant negative impact on job performance. The reported finding is aligned with the meta-analysis findings of O'Boyle et al., (2012), although their findings were having weak negative effect of psychopathy on job performance. The reported results interpret that psychopathic employees do not trust their organizational rewards, that is why they behave like a snake towards the organization and manipulatively handle the job tasks. They are also perceived as deceptive, risky and manipulative by their subordinates which is the reason of their negative association with job performance. According to this study findings, Narcissism and Machiavellianism are the strong positive predictors of job performance. Results are in line with the argument of Spain and Harms (2013) that the relationship of dark triad and job performance is not unidirectional. The existing literature also suggests that the dark triad is not the strong negative predictor of job performance, which is also proved in the meta-analysis of O'Boyle which reported very weak negative relationship of a dark triad (Machiavellianism, narcissism, and psychopathy) with job performance. The reported findings are in line with the recent study of Guedes (2017). The reported negative effect sizes for job performance are very weak which suggests that Machiavellianism and Narcissism entails the positive operationalization with job performance (Spain et al., 2014; O'Boyle et al., 2012).

Dark triad which includes Machiavellianism, Narcissism and Psychopathy are significantly related to bullying behavior. The findings of this study are similar to the

previous findings (Van Geel et al., 2017; Reijntjes et al., 2016). The findings of the positive association of psychopath with bullying behavior in this study are contrary to the findings of O'Boyle et al. (2012) which proved that psychopath is negatively related to counterproductive behaviors.

5.2.2 Impression Management Strategy

Dark triad which includes Machiavellianism, Narcissism, and Psychopath are significantly related with soft impression management strategy. The findings are similar with the prior studies (Hogue, Levashina and Hang, 2013; Rauthmann, 2011; Corral and Calvete, 2000).

5.2.3 Impression Management and Outcomes (Job performance, career success, and bullying behavior)

Impression management strategy has a positive significant relationship with job performance. The findings of the current study are similar to the previous findings (such as Ferris, Fedor, and King, 1994; Higgins, Judge and Ferris, 2003; Zivnuska, Kacmar, Witt, Carlson, and Bratton, 2004; Shakti and Srivastava, 2004). Similarly, soft impression management strategy has a significant positive relationship with both subjective and objective career success. The results of the current study are in line with the prior studies of (Judge and Bretz, 1994; Feng and Lee, 2011).

The relationship between impression management and bullying behavior was proposed as non-directional because of the mixed evidence of this relationship in the prior literature. The current study proved the positive relationship in between impression management and perpetrator of bullying behavior (which is target reported). The reason is that the workplace which is embedded in collectivist and high-power distance society explains the target's acceptance of bullying (Power et al., 2013) because of the cultural values of respect for hierarchy, loyalty towards in-group and exploitation by the powerful entities towards the weaker employees in the workplace. In such working context impression management will be perceived by the targets as a form of exploitation by the perpetrator of such behavior and they might be receptive of perpetrator's bullying behavior because of their low self-esteem and lack of social skills. As indicated by Gamian-wilk, Wilk and Meyer (2017) that workplace bullying is the procedure which includes manipulation for changing the targets perceptions of bullying. In line with the above argument it is stated that the impression management is considered as a manipulation by the bully to make the targets receptive of bullying behavior especially in the work environment having high power units and in-group collectivism. In such working environment the targets having low self-esteem and lack of social skills perceive impression management as form of manipulation and exploitation of bully and they become prone to bullying for making themselves a part of the in-group and particular power unit, which for them are the only ways to survive at work.

5.3 Findings of the Mediated Effects via IM

There were 9 mediated hypotheses proposed between the relationship of Dark Triad (Machiavellianism, Narcissism, and Psychopath) and outcomes (career success, job performance, and bullying) through impression management (mediator). Overall the proposed results provide good support for the indirect effects. These results support the theoretical arguments that dark personalities tend to express their advantageous side when present with trait relevant situational demands such as soft impression management strategies by using the interplay of personality and trait activation theory (Tett and Burnett, 2003).

The details of the mediated effects of dark personality with each outcome are in the following section.

5.3.1 Career Success (Subjective and Objective)

The indirect impact of Machiavellianism, narcissism, and psychopath on subjective career success is proved significant through the impression management in such a way that dark triad personalities are having more career satisfaction by attaining a desired social demand (i.e. soft impression management taxonomy).

The mediated effects of psychopath and Machiavellianism on objective career success via IM are proved significant. Therefore, the underlying theoretical arguments of this study are proved, which explains that the certain dark personality traits such as fearless dominance and influential social interactions are activated by managing the

situational demands of managing their impressions for achieving reputable occupational status. According to Eisenbarth et al. (2018), subjective career success which is more influenced by IM can be predicted by the dark triad. Only the indirect effect of narcissism on objective career success through IM proves to be non-significant. The reason could be the dominance, egocentric nature and fragile self-esteem of narcissists that hinders them to effectively exploit the social cues (such as positive impression management) for achieving high occupational status.

5.3.2 Job Performance

The mediated effects of Machiavellianism, Narcissism, and Psychopath on Job Performance through IM are proved significant, in such a way that dark personality performs well in their jobs if provided with the social demand of positive self-presentation i.e. IM in this study. The extant literature also argued that prior dark personality research has produced little in the domain of mediating mechanisms that can positively impact job performance (Spain et al., 2014). This study proved that argument by presenting the significant mediation results through IM mechanism.

5.3.3 Bullying Behaviour

The indirect effects of the dark triad (Machiavellianism, narcissism, and psychopath) on bullying behaviour through IM are proved significant. The presence of a social stimulus (i.e. impression management) channelize the positive side of the dark triad and they do not develop the reputation of bullies. The findings of this proved the

argument of other researchers that certain mediating mechanisms can activate certain personality traits which minimize their negative behaviours. The results showed that in the presence of IM (social stimulus) the direct impact of Machiavellianism on being the perpetrator of bullying was reduced by 10% in the presence of mediator, Narcissism relation with bullying was left with only 13% in the presence of IM, the impact of psychopath on bullying was drastically decreases from 40% (direct effect) to 8% in the presence of socially acceptable inducement of IM.

5.4 Findings of the Moderating Effects

5.4.1 Job Autonomy

Moderation analysis proves the significant interaction effects of dark triad and job autonomy on impression management. The direction was only proved for the interactive effects of Narcissism and job autonomy on IM. This is because Narcissists have fragile self-esteem and grandiose nature when such individuals are in autonomous job positions, they become more vigilant about their self-impressions to secure their self-esteem. The positive relationship of both Machiavellianism and Psychopath with IM was stronger in the presence of low job autonomy which is contrary to the proposed direction. It may be due to their manipulative, assertive and self-opportunistic attributes that such personalities are only cautious about managing their soft taxonomy of impressions when provided with the low level of authority in their jobs. In a collectivist culture, if such personalities hold the high level of autonomy, they might use that autonomy to exploit others and manipulate situations for self-gain and are least concerned about the impression's others have of them.

5.4.2 Role Ambiguity

The impact of role ambiguity as a moderator proved significant for the association of dark triad (Machiavellianism, Narcissism, and Psychopath) with IM. The direction is also approved which is in accordance with the proposed. The results communicate that loosely defined roles defuse the negative attributes of dark triad by providing them the opportunity to set high standard goals, it builds psychological pressure on dark personalities to manage the positive impressions. Dark personalities flourish in situations where job roles are not explicitly defined, such moderating mechanism of weak situational cue reinforce the positive impression management in dark triad. Therefore, the results illustrate that positive association between dark triad (Machiavellianism, Narcissism, and Psychopath) and IM becomes stronger in the presence of highly ambiguous job role situations.

5.5 Moderated-Mediation Effects Result Discussion

Moderated-mediation model was also tested for each outcome variable (career success, job performance, and bullying). The indirect effects were tested through moderation of job autonomy and role ambiguity. The findings indicate that moderators had a significant impact on mediated links at low, average and high moderating conditions. Eighteen moderating hypotheses were proposed and most of the predictions proved significant by results. Few of the predictions were partially supported as the effects were significant but the directions were opposite to the proposed ones.

5.5.1 Conditional Indirect Effects across Job Autonomy

The conditional indirect effects of narcissism on career success and bullying through IM were significant in the presence of high job autonomy, similarly, the conditional indirect effect of a psychopath on bullying via IM is significant for the high value of job autonomy. It is argued by the Baillien, Cuyper, and Witte (2000) that lack of job autonomy direct certain personalities to act like bullies. The findings of this study proved the validity of Baillien argument. The mediated effects of Narcissism, Machiavellianism, and Psychopath on job performance through IM was partially significant as the direction was contrary to the proposed. It translates that higher the autonomy possessed by the dark traits the lower their organizational centred performance would be because they might use that autonomy to fulfil their own self-interests instead of collective organizational interests. Secondly employees are having the lack of trust on the reward system, that is why they tackle the job tasks politically if provided with high job autonomy rather than having the honest concern towards the job requirements. It also interprets that unlike high job autonomy (that was proposed direction) low job autonomy do not provide the opportunity to dark triad for practicing their dominant and self-serving instincts and for that reason they have to manage the soft impressions for achieving positive job performance.

The conditional indirect impact of Machiavellianism and psychopath on career success via IM proved significant but the direction was contrary to the proposed. It interprets that the high job autonomy can be subjugated by the Mach's and psychopaths due to their impulsive and fearless dominance nature which can affect their success in a particular career. Moreover, the results proved that if dark triad are having high

autonomy then it might trigger their deceptive and manipulative predispositions and because of that they are least bothered to manage the positive impressions which will ultimately affect their career success. The indirect effect of Machiavellianism on bullying through impression management was significant under the condition of job autonomy but the direction was opposite to the predicted. The findings indicate that if the high level of job autonomy is possessed by the Mach's, then it might trigger their dominant, egoistic and impulsive instinct which will tempt them to develop the status of being bully and they become less concerned about their self-impression management on others.

In our high-power distance cultural context incumbents misuse the autonomy. Theoretically the results supported the job autonomy as a trait activating situational mechanism but the direction is opposite to the proposed one, which indicates that in high-power distance context socially acceptable dark triad traits are activated under the condition of low job autonomy. The results show that the indirect effects of dark triad on job performance, Machiavellianism and Psychopathy on career success and Machiavellianism on bullying behaviour through IM are triggered under the condition of low job autonomy.

5.5.2 Conditional Indirect Effects across Role Ambiguity

The conditional indirect effects of Narcissism, Machiavellianism, and Psychopath on career success via IM were significant at different levels of role ambiguity. Similarly, the indirect effects of the dark triad (Machiavellianism, psychopath, and narcissism) on bullying through IM were significant under the

condition of role ambiguity and the direction was similar as predicted. For job performance, the conditional indirect effects were significant in effect as well as direction.

The findings prove the theoretical argument of the study that job-based situational cues (i.e. role ambiguity) at a high level can make the mediation stronger for achieving the constructive behavioural outcomes. Ambiguously defined roles trigger the dark triad multiple capabilities which can lead them to beneficial outcomes and a decrease in negative behaviours through the social mechanism of impression management. The conditional indirect effect of Machiavellianism on job performance via IM was not significant at the high, average and low level of role ambiguity and there was no major change in performance through mediation at any level of role ambiguity.

5.6 Theoretical Implications

The findings of this study have theoretical relevance. Theoretically, this study adds to the research on dark personality at work by operationalizing the situational triggers to activate the certain trait expressions of dark triad. Trait activation theory was largely silent about the situational interventions. This study fulfilled that gap by successfully extended the Trait Activation Theory by incorporating the constructive job-focused trait relevant situational mechanisms.

The interactionist research approach outlined in this study provides the foundation for explaining and predicting the within-person variation for achieving behavioural outcomes. This study advances the dark personality and outcomes (such as

career success, job performance, bullying behaviour) literature in two ways. Firstly, by investigating the behavioural mediating mechanism (such as impression management) that intervene in the personality-behavioural outcome relationship. Secondly, job-relevant situational triggers (i.e. job autonomy and role ambiguity) which activate the positive attributes of dark traits that leads to socially acceptable behaviour (i.e. IM behaviour) for achieving job performance and career success and also refrain from being a perpetrator of bullying.

To the best of knowledge this study is the only one to investigate the moderated-mediated effects by the interplay of dark triad (Machiavellianism, narcissism, and psychopathy), job based situational activates (job autonomy and role ambiguity) to trigger the positive impression management behaviour of dark triad that have their conditional indirect effects on career success, job performance and bullying behaviour. Previous research investigated the impact of a psychopath on impression management and competitive success (Mann, 2017) but the present study considered all the three dark triad personalities separately and investigated their individual effects on outcomes by taking impression management as mediator.

The theorizing of this study enhances the career success literature by providing the empirical evidence that the dark triad personalities are strongly related with subjective career success as compared to objective career success. Impression management proved to be a significant mediating intervention between the dark triad and bullying behaviour. The findings proved that the intervening mechanism of impression management has reduced the effect size of the dark triad (Machiavellianism, Narcissism, and Psychopathy) on bullying behaviour. The previous studies investigated

the effects of dark personality on bullying from targets perspective (Van Geel et al., 2017; Matthiesen and Einarsen, 2007) but this study investigates the bullying from perpetrator's perspective.

Another theoretical contribution of this study is the proof that dark triad and job performance relation is not unidirectional and straightforward and can unfold in the presence of intervention. The findings proved the positive effect of the dark triad on job performance through IM behavioural intervention.

It was argued in the special issue of dark personality, that most of the samples of dark personality research are drawn from western samples having individualistic cultures. Hence the investigation of different behaviors might have differentiating effects of the dark triad in another cultural context which is collectivist (Cullen, Gentry and Yammarino, 2015; Gaddis and Foster, 2015). Therefore, this study is providing the good empirical support to the dark personality theory and also trait activation theory in collectivist Asian culture. Most of the findings with respect to dark triad and outcomes were validated in the collectivist non-western context and a few exceptional results which are surfaced in this study are of high importance for future research.

This study integrates the dark personality theory (Christie & Geis, 1970; Raskin and Hall's, 1979, Hare, 1985), Impression Management strategy (Goffman, 1978; Schlenker, 1980) and Job Characteristics such as job autonomy (Hackman and Oldham, 1975) and role ambiguity (Rizzo, House and Lirtzman, 1970) under the umbrella of Trait Activation Theory (Tett and Burnett, 2003). The undertaken investigation is

helpful to understand the interaction and intervention of different perspectives in Organizational Behaviour and Industrial Psychology research.

5.7 Methodological Implications

Most of the dark personality studies are based on cross-sectional design and student-based samples. The existing study is based on time-lag research design because of its intense need. Instead of student sample, the respondents were engaged from service sector as per argument of Van DeLinden, Pelt, Dunkel and Born (2017) that the individuals with dark traits may excel in service-oriented jobs in which they need to influence others.

Common method bias was also resolved by peer reports of bullying behaviour and job performance. Dark Triad was operationalized as three factors construct instead of a composite variable and the findings proved that all the three dark triad factors that are Machiavellianism, Narcissism and Psychopathy are distinct from each other. Dark personality was measured with the self-report technique instead of peer reports. Self-reports of the dark triad are still the dominant technique because dark personality items are cognitive in nature that cannot be validated through external ratings (Watson, Hubbard and Wiese, 2000). Hence this study fills out the methodological issues of previous studies on dark personality.

5.8 Practical/Managerial Implications

The present study proved that dark personality attributes are relevant and advantageous on a practical level. The prior research has shown the negative side of the dark triad and its significant relation with bullying behaviour. But this study shed a light on the useful and strategic side of the dark triad and by embedding the interventions that can prevent the dark personality managers from expressing their dark instincts.

Another important finding is that dark personality expressions can be regulated to achieve career success and job performance with the help of triggering mechanisms. This study is helpful for the top management to work on the dark side of employees for improving their work and lives in the longer run. The emphasis of this study is on the strategic side of dark triad within the particular situational context to prevent them from practicing their negative instincts in higher educational institutions, where dark personalities are directly involved in social interactions. Positive self-impressions are the social demand of the collectivist society like ours, which are the activating force behind dark triad (Machiavellianism, Narcissism, and Psychopathy) to behave in their best profile for achieving constructive outcomes (such as career success, job performance). The managers and educationists having dark personality frequently interact within their professions, so they must maintain the impression of being skilful, proficient and achievement-oriented. This study provides a good understanding for the top management of telecommunication organizations and educational institutions to manage the dark traits strategically by using the situational cues for achieving the constructive ends through such personalities.

5.9 Strengths and Limitations of the Study

The theoretical strength of this study is the extension of Trait Activation Theory by including the different situational cues. Secondly, it investigates the effective side of a dark triad with respect to positive outcomes. Dark triad positive effects on dysfunctional behaviour are significantly reduced and job performance of Machiavellianism and Narcissism is also reported positive through intervention and moderation which is another strength of this study. This study investigated the perpetrator view of bullying behaviour which was not addressed by the previous studies.

On the methodological side, the time-lagged data justifies the strong temporal need of mediation model which is highly appreciated in behavioural research. Self-report bias is also removed by taking the peer perspective of individual's performance and bullying behaviour.

The victim perspective of bullying was not investigated in this study and psychological factors were also missed out in the proposed model which are the main limitations of the study. The exact population of employees working in service sector was unknown in the twin cities due to which non-probability sampling technique was used and sample size was drawn on the convenience basis which are considered limitations. The response rate of this study is 60% and the time interval in between the responses is also less than three months which can be considered the limitations of the study.

5.10 Future Research Directions

This study provides many avenues for future research such as psychological mechanisms such as mindset dynamics. The scope of cultivating growth mindsets provides promising possibilities for personality research. Another promising avenue is the motivational forces that play the key role in investigating the effects of dark personality on work behaviours.

The current study investigated the within-person perspective of dark triad. The effects of dark personalities on peers, subordinates and supervisor's productivity is another grey area to address in future. In the future, the more triggering mechanisms need to be investigated for controlling the dark impulses of Machiavellianism, Psychopath, and narcissism. Dark triad should be investigated from a leadership perspective in future to reduce the effects of dark leadership on dysfunctional behaviours through intervening constructs.

5.11 Conclusion

The emergent effects that dark triad is having in organizational behaviour research provides strong evidence that the proposed constructs in this study are important in the organizational setting. The present study not only studied individual differences but also undertaken the concrete examination of dark personality's behaviour in certain situational mechanisms. It comprehensively answers that how functional attributes of dark personalities can be triggered through the moderated-

mediation model to achieve positive outcomes and suppress the dysfunctional behaviour.

The proposed moderated-mediation model of the dark triad is helpful in channelizing the useful side of dark triad. The underlying processes between the dark triad and outcomes are justified by moderated-mediation through job characteristics and impression management strategy (as a social indicator) under the umbrella of trait activation theory. The present study is contributing to the current body of knowledge both theoretically and empirically. The undertaken measures are also validated in the Asian context.

The study findings are of great importance in the dark personality research as the respondent organizations are embedded in collectivist culture. There is still a great deal to discover and determine in the field of dark personality research. According to Mischel (2009; pg. 285) “I doubted that the human personality according to our science was in danger of becoming impulsive, selfish and decontextualized from the social world”.

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Appendix A

Table 6: Validity Results (N=420)

Construct Name	CR	AVE	MSV	MaxR(H)	N (Pilot)
Mach	.86	.51	.21	.98	420
Narc	.86	.52	.21	.98	420
Psy	.83	.55	.19	.83	420
JA	.80	.57	.05	.90	420
RA	.85	.50	.11	.94	420
IM	.79	.56	.20	.97	420
CS	.86	.55	.17	.98	420
JP	.88	.60	.17	.98	420
BB	.91	.54	.18	.97	420

Note: CR=Composite Reliability, AVE=Average Variance Extracted, MSV=Maximum Shared Variance, MaxR(H)=Maximal Reliability, N(Pilot)=Sample Size, Mach=Machiavellianism, Narc=Narcissism, Psy=Psychopath, JA= Job Autonomy, RA=Role Ambiguity, IM=Impression Management single latent factor, CS=Career Success, JP=Job Performance, BB=Bullying Behavior.

Table 7: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.868
Bartlett's Test of Sphericity	Approx. Chi-Square	13259.369
	df	1711
	Sig.	.000

Table 8: Total Variance Explanation of Factor Loadings

Rotation Sums of Squared Loadings			
Component	Total	% of Variance	Cumulative %
BB	5.613	9.513	9.513
Narc	4.078	6.913	16.426
Mach	4.078	6.912	23.337
RA	3.619	6.134	29.472
JP	3.569	6.049	35.520
CS	3.379	5.727	41.248
IMExp	2.814	4.769	46.017
IMSP	2.783	4.717	50.734
IMIng	2.763	4.683	55.417
Psy	2.684	4.549	59.966
JA	2.190	3.712	63.678

Extraction Method: Principal Component Analysis

Table 9: Factor Loadings and Alpha Reliabilities of Bullying

Bullying Behaviour	Factor Loadings	Sq. multiple Correlations	Cronbach Alpha
BB1T3	.62	.25	
BB2T3	.63	.26	
BB3T3	.79	.55	
BB4T3	.80	.70	
BB5T3	.80	.72	
BB6T3	.78	.68	
BB7T3	.74	.60	
BB8T3	.74	.56	
BB9T3	.74	.50	.91

*Factor Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.*

Table 10: Factor Loadings and Alpha Reliabilities of Job Performance

Job Performance	Factor Loadings	Sq. multiple Correlations	Cronbach Alpha
JP1T3	.77	.52	
JP2T3	.80	.55	
JP3T3	.81	.69	
JP4T3	.79	.59	
JP5T3	.79	.64	.88

*Factor Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.*

Table 11: Factor Loadings and Alpha Reliabilities of Career Success

Career Success	Factor Loadings	Sq. multiple Correlations	Cronbach Alpha
CS1T3	.78	.58	
CS2T3	.83	.68	
CS3T3	.74	.51	
CS4T3	.77	.55	
CS5T3	.67	.38	.86

*Factor Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.*

Table 12: Factor Loadings and Alpha Reliabilities of Role Ambiguity

Role Ambiguity	Factor Loadings	Sq. multiple Correlations	Cronbach Alpha
RA1T1	.74	.67	
RA2T1	.70	.41	
RA3T1	.77	.65	
RA4T1	.76	.63	
RA5T1	.73	.35	
RA6T1	.68	.31	.85

*Factor Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.*

Table 13 Factor Loadings and Alpha Reliabilities of Job Autonomy

Job	Factor Loadings	Sq. multiple	Cronbach Alpha
Autonomy		Correlations	
JA1T1	.83	.59	
JA2T1	.85	.66	
JA3T1	.80	.46	.80

*Factor Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.*

Table 14: Factor Loadings and Alpha Reliabilities of Dark Triad

Dark Triad (Mach, Narc & Psy)	Factor Loadings	Sq. Multiple Correlations	Cronbach Alpha
Mach1T1	.71	.35	
Mach2T1	.60	.35	
Mach3T1	.67	.44	
Mach4T1	.72	.48	
Mach5T1	.75	.52	
Mach6T1	.53	.24	
Mach7T1	.70	.42	
Mach8T1	.60	.25	.82
Narc1T1	.70	.45	
Narc2T1	.66	.49	
Narc3T1	.71	.47	
Narc4T1	.71	.52	
Narc5T1	.68	.48	
Narc6T1	.72	.43	

Narc7T1	.71	.46	.86
Psy1T1	.76	.59	
Psy2T1	.79	.52	
Psy3T1	.75	.49	
Psy4T1	.73	.60	.83

*Factor Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.*

Table 15: Factor Loadings and Alpha Reliabilities of IM

IM (Ing, SP & Exp)	Factor Loadings	Sq. Multiple Correlations	Cronbach Alpha
IMIng1T2	.71	.46	
IMIng2T2	.79	.52	
IMIng3T2	.78	.71	
IMIng4T2	.65	.52	.83
IMSP5T2	.67	.55	
IMSP6T2	.69	.58	
IMSP7T2	.73	.60	
IMSP8T2	.74	.54	.84
IMExp9T2	.74	.67	
IMExp10T2	.75	.65	
IMExp11T2	.74	.57	
IMExp12T2	.73	.53	.86

Loadings of three dimensions of IM on single latent factor

Ingratiation	.84	.64	
Self-Promotion	.82	.65	
Exemplification	.77	.41	.88

*Factor Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.*

Figure 2
 Three Factor Confirmatory Factor Analysis for Dark Triad

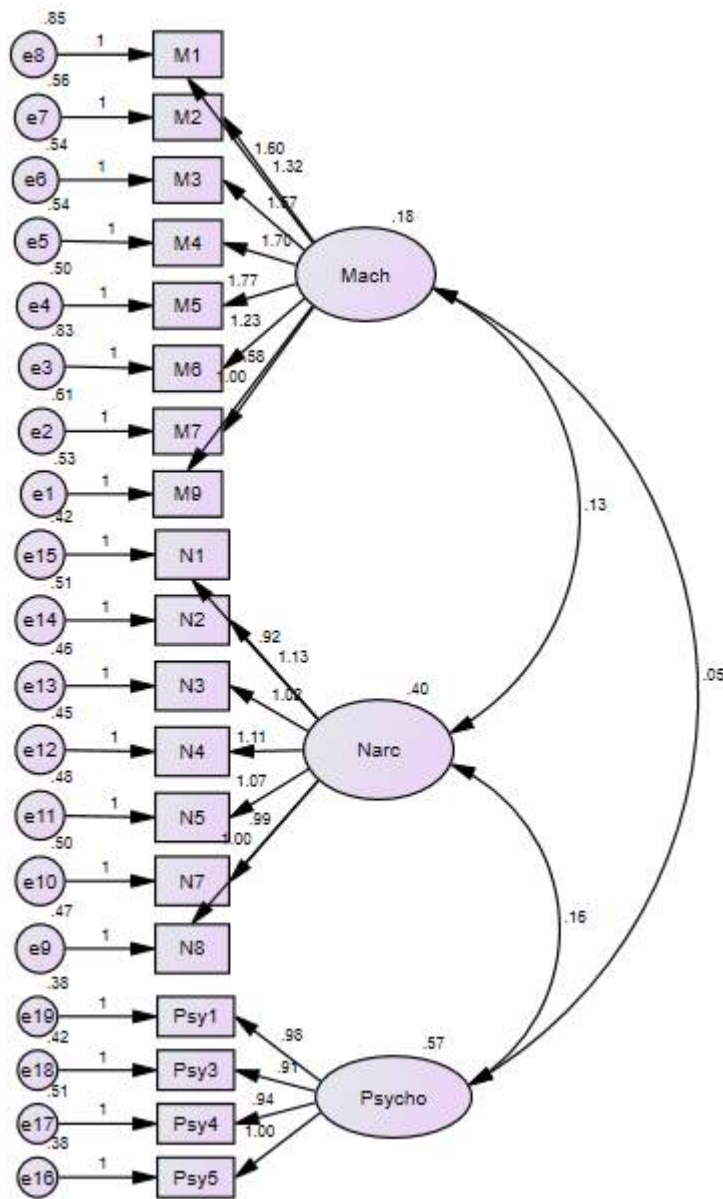


Figure 3

One-Factor Confirmatory Factor Analysis model for Role Ambiguity

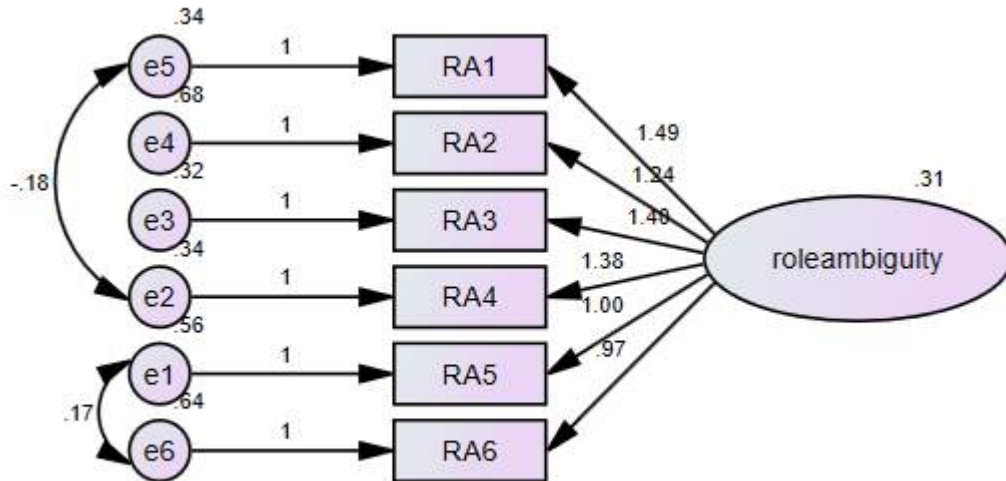


Figure 4

One-Factor Confirmatory Factor Analysis for Job Autonomy

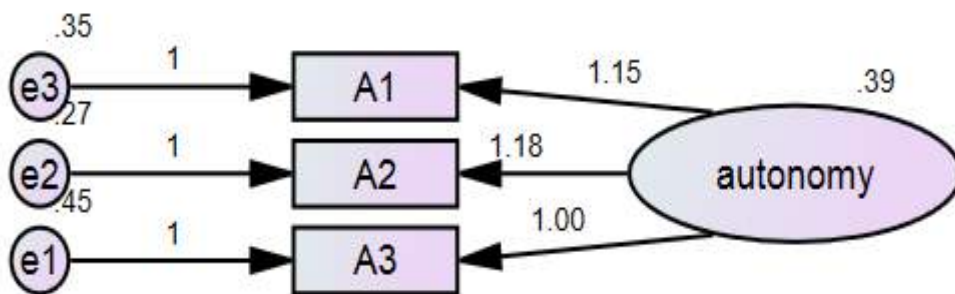


Figure 5

Second-Order Confirmatory Factor Analysis for Impression Management

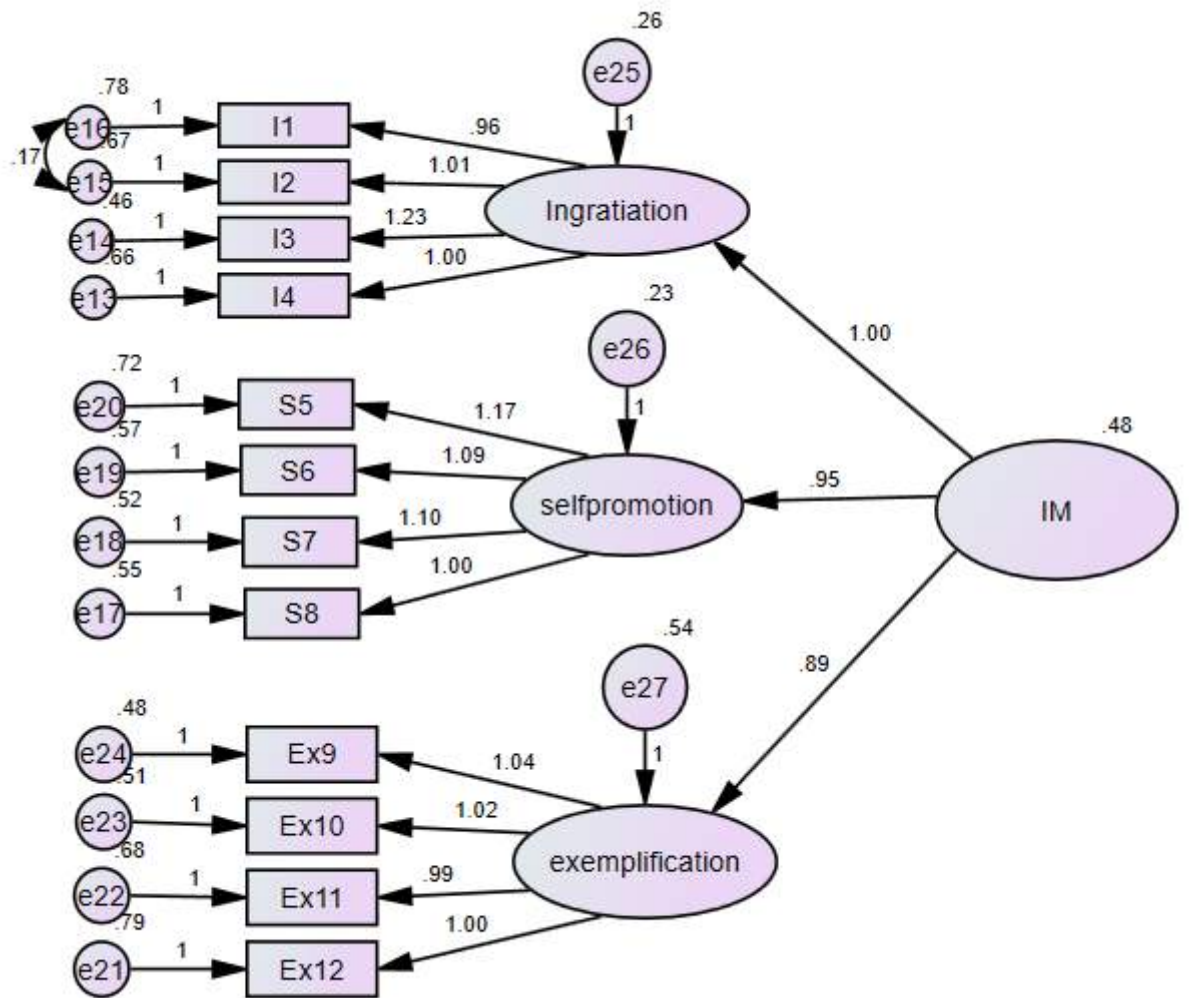


Figure 6

Three Factor Confirmatory Factor Analysis for Impression Management

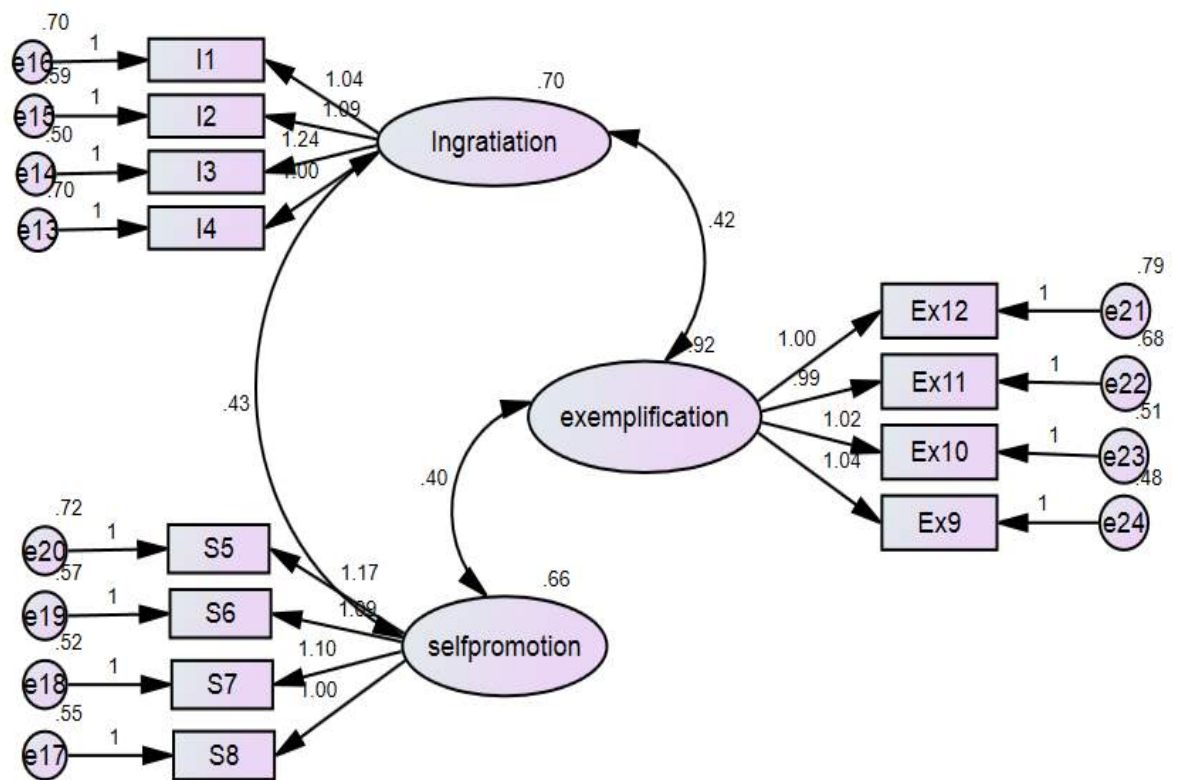


Figure 7

One-Factor Confirmatory Factor Analysis model for Career Success

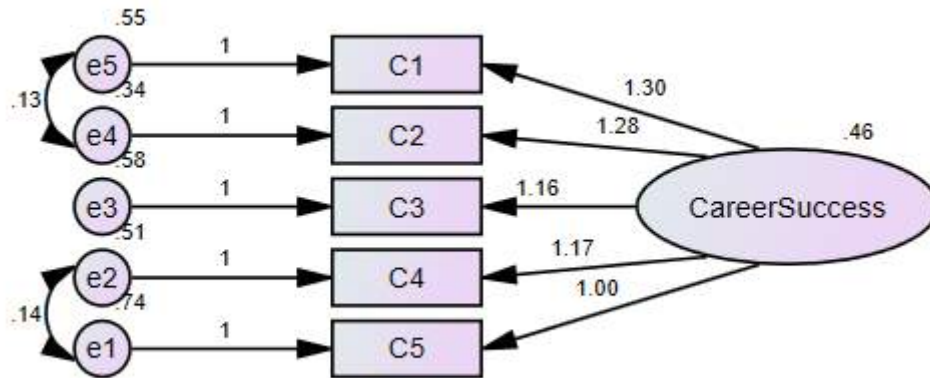


Figure 8

One-Factor Confirmatory Factor Analysis model for Job Performance

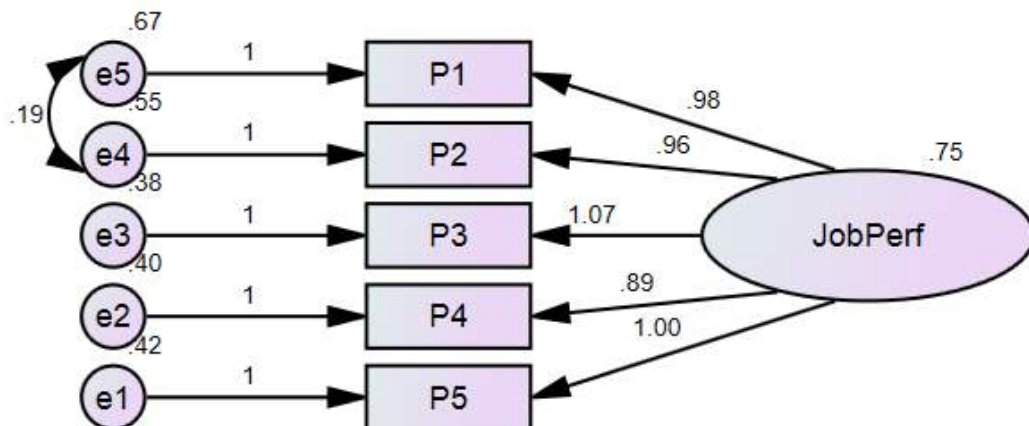


Figure 9

Single-Factor Confirmatory Factor Analysis for Bullying Behaviour

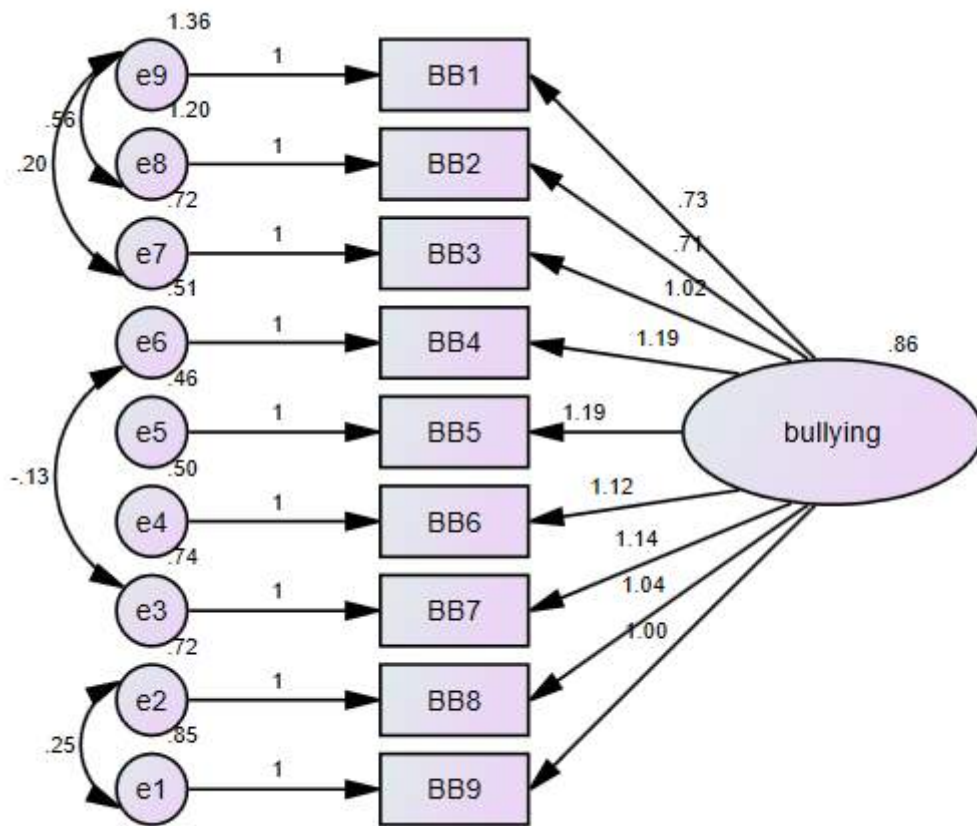
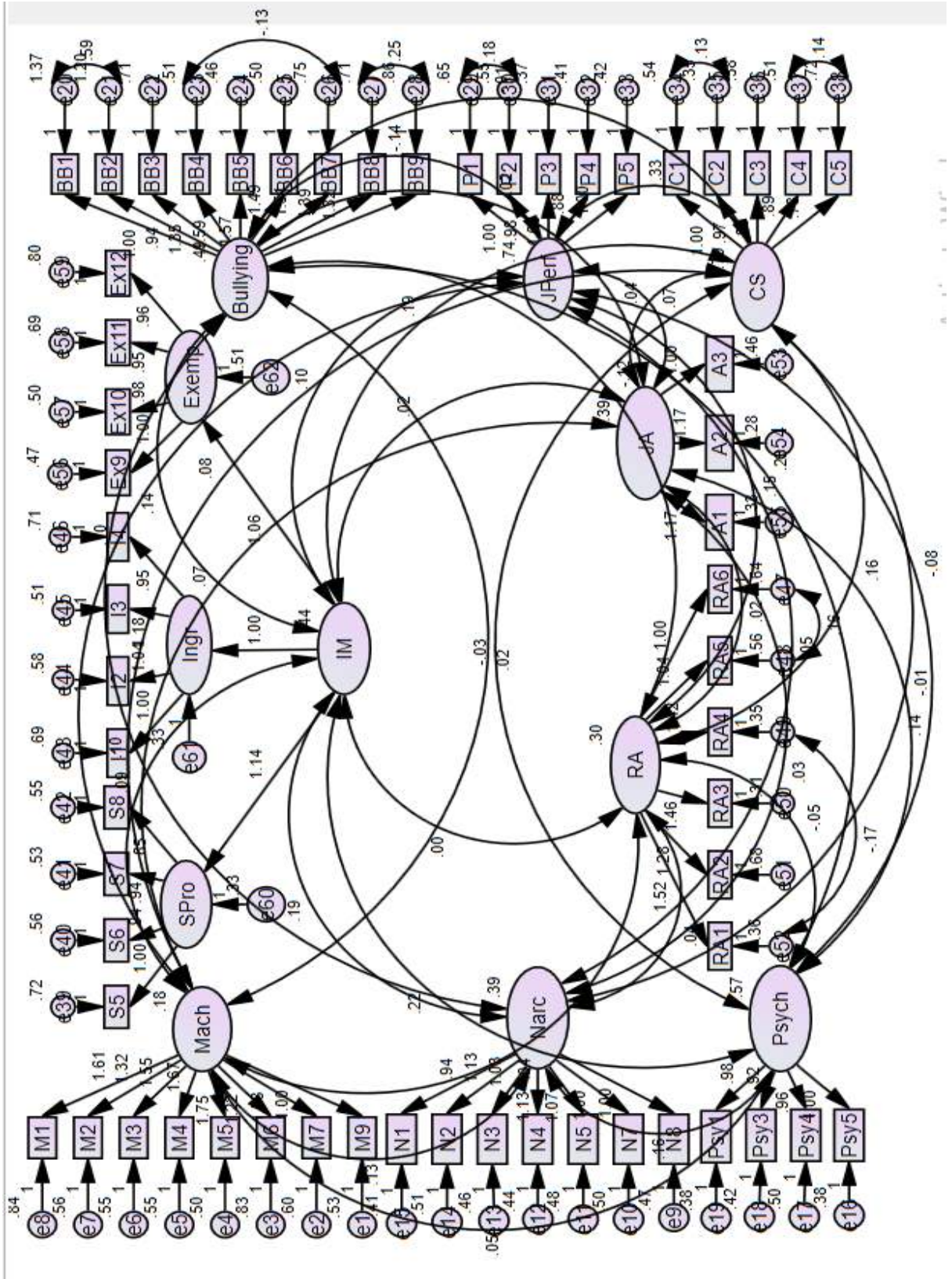


Figure 10

CFA for Comprehensive Measurement Model



7	There are things you should hide from other people to preserve your reputation.
8	Make sure your plans benefit yourself, not others.
9	Most people can be manipulated.

2. Narcissism (Self-Reported at Time1)

1	People see me as a natural leader.
2	I like being the centre of attention.
3	Many group activities tend to be dull without me.
4	I know that I am special because everyone keeps telling me so.
5	I like to get acquainted with important people.
6	I feel pleased if someone compliments me.
7	I have been compared to famous people.
8	I am not an average person.
9	I insist on getting the respect I deserve.

3. Psychopath (Self-Reported at Time1)

1	I like to get revenge on authorities.
2	I like dangerous/risky situations.
3	Payback needs to be quick and nasty.
4	People often say I'm out of control.
5	It's true that I can be mean to others.
6	People who mess with me always regret it.
7	I enjoy having relation with people I hardly know.
8	I have sometimes gotten into trouble with the law.
9	I will say anything to get what I want.

4. Impression Management (Self-Reported at Time2)

	Ingratiation
1	Compliment your colleagues so they will see you as likable
2	Take an interest in your colleagues' personal lives to show them that you are friendly
3	Praise your colleagues for their accomplishments so they will consider you a nice person
4	Do personal favours for your colleagues to show them that you are friendly.
	Self-Promotion
5	Talk proudly about your experience or education.
6	Make people aware of your talents or qualifications.
7	Let others know that you are valuable to the organization.
8	Make people aware of your accomplishments.
	Exemplification
9	Stay at work late so people will know you are hard working.
10	Try to appear busy, even at times when things are slower.
11	Arrive at work early to look dedicated. (Arrive at work early to look like a dedicated employee)
12	Come to the office at night or on weekends to show that you are dedicated.

5. Role Ambiguity (Self-Reported at Time1)

1	I have clear, planned goals and objectives for my job (r)
2	I know that I have divided my time properly. (r)
3	I know what my responsibilities are (r)
4	I know exactly what is expected of me (r)
5	I feel certain about how much authority I have on the job (r)
6	Explanation is clear of what has to be done (r)

6. Bullying Behaviour (Peer Reported at Time3)

1	Your colleague (whom you are reporting) is withholding information which affects your performance
2	Repeated reminders of your errors or mistakes are given by your peer
3	You are being devalued for your work and efforts by your peer.
4	Being the subject of excessive teasing and sarcasm by your peer.
5	There is spreading of gossip and rumors about you by your colleague.
6	Your colleague made an insulting or offensive remark about you, your attitudes or your private life.
7	You are being socially excluded from work group activities by your colleague.
8	You are being ignored or facing a hostile reaction by a colleague when approach authority figures.
9	So called funny surprises or practical jokes are carried out by the colleague whom you don't get along with.

7. Job Performance (Peer Reported at Time3)

1	This worker always completes the duties specified in his/her job description.
2	This worker meets all the formal performance requirements of the job.
3	This worker fulfils all responsibilities required by his/her job.
4	This worker never neglects aspects of the job that he/she is obligated to perform.
5	This worker performs his essential duties.

8. Subjective Career Success (Self-Reported at Time3)

1	I am satisfied with the success I have achieved in my career.
2	I am satisfied with the progress I have made toward meeting my overall career goals.

3	I am satisfied with the progress I have made toward meeting my goals for income.
4	I am satisfied with the progress I have made toward meeting my goals for advancement.
5	I am satisfied with the progress I have made toward meeting my goals for the development of new skills.

9. Job Autonomy (Self-Reported at Time1)

1	The job gives me considerable opportunity for independence and freedom in how I do the work				
2	The job gives me chance to use my personal initiative or judgment in carrying out the work				
3	How much autonomy is there in your job? That is, to what extent does your job permit you to decide on your own how to go about doing the work?				
	1 (very little) The job gives me almost no personal "say" about how and when the work is done	2	3 (moderate autonomy) Many things are standardized and not under my control, but I can make some decisions about the work	4	5 (very much) The job gives me almost complete responsibility for deciding how and when the work is done.

Occupational Status

Choose your occupational status from the list mentioned below where 1 = Higher Executives and Major Professionals; 2 = Administrators, Lesser Professionals; 3 = Managers, Minor Professionals; 4 = Technicians, Semi-professionals; 5 = Clerical/Sales Workers/semi-skilled workers.

1	2	3	4	5
Chairperson/Dean	District manager	Computer programmer	salesmen	Billing clerk
President	Executive manager	Examiner/investigator	Computer/peripheral equipment operators	Bookkeeping/billing machine operators
Vice-president	Personnel manager	Administrative manager	Cluster head	Cashier
Secretary	Production manager	Office manager	Payroll/timekeeping clerks	Clerical staff
treasurer	HOD	Operations/systems researcher/analyst	Professional/technical worker	Accountant
Financial managers	Accountants	Sales manager	Research assistant	Telephone operator
University Professors	Administrator	educational counsellor	Sales representatives	
Engineers	Administrator public administration	Lecturer	Legal Secretary	
	Computer specialists		Teacher assistant	
	Computer systems analyst		Technician	
	advisor			

	Sales engineers			
	Treasurers			
	Asst prof/ Associate prof			

Summary of Direct Effect Hypotheses Results				
Hypotheses	IV	Direction	DV	Result
H1a	Narc	+	SCS OCS	Accepted Rejected
H1b	Psy	+	SCS OCS	Accepted Accepted
H1c	Mach	+	SCS OCS	Accepted Partially Accepted
H2a	Mach	+	JP	Accepted
H2b	Narc	+	JP	Accepted
H2c	Psy	-	JP	Accepted
H3a	Mach	+	BB	Accepted
H3b	Narc	+	BB	Accepted
H3c	Psy	+	BB	Accepted
H4a	Mach	+	IM	Accepted
H4b	Narc	+	IM	Accepted
H4c	Psy	+	IM	Accepted
H5a	IM	+	JP	Accepted
H5b	IM	+	SCS & OCS	Accepted
H5c	IM	Non- directional	BB	Accepted

Results Summary of Mediation Hypotheses				
H6a	Narc	SCS OCS	IM	Accepted Rejected
H6b	Narc	JP	IM	Accepted
H6c	Narc	BB	IM	Accepted
H7a	Psy	SCS OCS	IM	Accepted Accepted
H7b	Psy	JP	IM	Accepted
H7c	Psy	BB	IM	Accepted
H8a	Mach	SCS OCS	IM	Accepted Accepted
H8b	Mach	JP	IM	Accepted
H8c	Mach	BB	IM	Accepted
Results Summary of Moderation Hypotheses				
Hypotheses	IV	DV	Moderator	Result
H9a	Narc	IM	JA	Accepted
H9b	Mach	IM	JA	Rejected
H9c	Psy	IM	JA	Rejected
H10a	Narc	IM	RA	Accepted

H10b	Mach	IM	RA	Accepted
H10c	Psy	IM	RA	Accepted

Results Summary of Moderated-Mediated Hypothesis					
Hypotheses	IV	DV	Mediator	Moderator	Results
H11a	Narc	SCS OCS	IM	JA	Accepted Accepted
H11b	Mach	SCS OCS	IM	JA	Partially Accepted Accepted
H11c	Psy	SCS OCS	IM	JA	Partially Accepted Partially Accepted
H12a	Narc	JP	IM	JA	Partially Accepted
H12b	Mach	JP	IM	JA	Partially Accepted
H12c	Psy	JP	IM	JA	Partially Accepted
H13a	Narc	BB	IM	JA	Accepted
H13b	Mach	BB	IM	JA	Partially Accepted
H13c	Psy	BB	IM	JA	Accepted
H14a	Narc	SCS OCS	IM	RA	Accepted
H14b	Mach	SCS OCS	IM	RA	Accepted
H14c	Psy	SCS OCS	IM	RA	Accepted
H15a	Narc	JP	IM	RA	Accepted
H15b	Mach	JP	IM	RA	Rejected
H15c	Psy	JP	IM	RA	Accepted
H16a	Narc	BB	IM	RA	Accepted
H16b	Mach	BB	IM	RA	Accepted
H16c	Psy	BB	IM	RA	Accepted

Note: Mach = Machiavellianism; Narc = Narcisism; Psy = Psychopathy; SCS = Subjective Career Success; OCS = Objective Career Success; JP = Job Performance; BB = Bullying Behaviour; IM = Soft Impression Management; JA = Job Autonomy; RA = Role Ambiguity.