

# An Empirical Research on the Relationship between Dark Personality Traits (Dark Triad) and Impression Management of Employees at Small and Medium Companies in Riyadh - King Saudi Arabia

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**Abstract:** *The studied the literature review of personality traits (Dark triad) that includes Machiavellianism, narcissism, and psychopathy and comprehensive analysis evaluates their relationship with impression management that includes ingratiation, supplication, exemplification, and self-promotion. Relationship between dark triad and impression management was extracted by online survey in small and medium-sized companies in Riyadh – Saudi Arabia. We found that personality traits have strong relationship with impression management of employees. A quantitative research approach was implemented for collection of data. The target population was set to total of 271 individuals working in these small and medium sized companies. The respondents were provided the questionnaire containing a set of statements and 100% response rate was obtained. Data analysis was performed by using Statistical Package for the Social Sciences (SPSS) 25.0. The key variables of dark triad effecting impression management were investigated, and meaningful findings were obtained. This research clearly finds that why these personality traits impact operational performance of employees and that of company as well. This research concludes with future directions and recommendation to further study the subject for better advancement in the field.*

**Keywords:** Machiavellianism, Narcissism, Psychopathy, Ingratiation, Supplication, Exemplification, and Self-promotion

## 1. Introduction

The term “dark” implies social cruelty. In that case, dark personality traits exhibit aggressive interpersonal orientation. The people who are deemed dark traits are usually perceived as overconfident, cheaters, cloners, persuaders, sexual exploitive, ugly, tyrants, or totally assailants [1]. They seem to react unpleasant they are communally dominant, Persuasive and insensitive [2]. Biased towards other members than society immoral and sexually exploitive [3]. While they are aggressive in terms of taking, or physically and relationally, even though they aren’t ineffectual when we talk about understanding other individual’s perceptions, they exhibit less sympathetic behavior towards rest of the world. Regardless of their intersection, dark personality’s traits differ significantly. For instance, associated with mental approach and treacherous are less, self-absorbed can be more engaged in generating attention and seeking esteem form others in addition to this they tend to be so aversive that they are not accepted. [4]. Whenever they have been banned, narcissistic individuals may smash out in relation [5]. Equally, psychopathic and to smaller extent Machiavellian people are often more involved in criminal activities than are their narcissistic on the other hand [14].

What triggers such genotype alterations between personality traits? Individuals called dark traits take efforts to gain dominance and incline to persuade others to work out for the achievement of their own goals, while it can be undertaken for various reasons. Take for granted, those narcissistic individuals strive to gain social dominance simply as

intention seeking, to be admired by others, however psychopathic and Machiavellian ones see to build social dominance as end in itself [7]. Hence, while dark traits overlapping in their apparent features, their fundamental goals might differ. Because dark traits stimulate grief in others (i.e., domestic members idealistic partners, intimates, coworkers even one’s own descendants; [7], some have interpreted that those traits are more similar to “bad” than perceiving “mad” and therefore indirect to psychiatric neology. It is not agreed. Both bad and mad are not equally significant; actually, the same traits that may harm others in a way can harm own self too. For instance, narcissistic individuals` reciprocal violence harms others, but their social relationships and well-being is also harmed [9].

Misfortunately, nevertheless understanding about in what way dark traits are related to psychopathology is inadequate yet. This significant initiative was taken to fill out this gap. Mind-set theory proposes that there are two distinct mindsets in which two different thoughts are existing, fixed mind-set in which individuals believe that such characteristics, important human characteristics cannot be changed and nurtured over a lifespan, whereas growth mind-set proposes that those characteristics can be changed and sophisticated over a lifespan [10]. Misfortunately, nevertheless understanding about in what way dark traits are related to psychopathology is inadequate yet. This significant initiative was taken to fill out this gap. Mind-set theory proposes that there are two distinct mindsets in which two different thoughts are existing, fixed mind-set in which individuals believe that such characteristics, important human

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characteristics cannot be changed and nurtured over a lifespan, whereas growth mind-set proposes that those characteristics can be changed and sophisticated over a lifespan [10].

It has been known that managers having a growth mind-set are willing and committed to spend time with their subordinates in developing and nurturing versus those having fixed mind-set [11]. Subsequently, managers possessing fixed mind-set have less positive influence on subordinates work-related attitudes and behaviors than ones who possess growth mind-set [12]. The dark Triad (DT) is a paradigm that consists of three distinct, but conceptually overlapped, personality traits that predict interpersonal harm: Machiavellianism, narcissistic, and psychopathy [13]. Managers, who have DT personality traits, reveal negative impact on work-related attitudes and behaviors on their subordinates [14], contended that trillions of dollars are lost by the organizations worldwide because of counterproductive work behavior. However, in perspective of normal population, individuals having DT personality traits are over-signified in that of managerial positions, moreover tough to distinguish due to practicing deceiving and manipulative nature [15].

## 2. Literature Review

### 2.1 Dark Triad

The Dark Triad is a name that has been to the most aversive personality traits. It was grouped together first and entitled as "Dark Triad" by [13], literally these personality traits are subclinical narcissism, Machiavellianism and subclinical psychopath [6]. Narcissists' myth of majesty and magnified views of self, that know no restrictions, create approximately uncontrollable craving to self-promote and attention pursuing [16]. Machiavellians think that individuals around them are too trusting that they can easily be manipulated however, they are concerned about how they use other people for their cause [17]. For those who have subclinical psychopathy, harmful behaviors stop from deliberate disrespect for societal norms [18]. Below all main factors can affect the dark triad as below:

### 2.2 Narcissism

As narrated previously, delusions of grandeur characterize narcissism, exceeding self-concentration, and overstated self-perceptions, narcissism positively correlates victimization [19]. Affiliation between narcissism and interpersonal aggression has been found in support by research, narcissistic employees will tend to feel contempt for their coworkers although it seems their co-worker may prevent them getting their way, it can be safely assumed so far [20]. Research has also linked narcissism with soft workplace tactics, such as someone can give compliments particularly to win their favor [21].

### 2.3 Machiavellianism

The objective of the different Dark Triad participants may be same sometimes, thereby triggering identical behavior. The reason, we discuss, because they exhibit a common coldness and encourages interpersonal manipulation [22]. Consequently, similar illustrations of callous manipulation will be obvious in the Dark triad traits. In other cases, unique behavior is demonstrated by the three traits: Ego-promoting outcomes are better predicted by narcissism, while those exhibiting irresponsible antisocial behavior can be best predicted by psychopathy, Machiavellianism can best predict outcomes of strategic orientation [23].

In sum, [24] contended that the following: (a) narcissistic behavior is driven by ego-identity goals, while Machiavellian and psychopathy behavior are driven by instrumental goals (b) with respect to temporal focus Machiavellianism contrasts from psychopathy (c) interpersonal manipulation is encouraged by a callous core that has been in all three traits, though we had selected items for new tool that it was with these guiding principles.

### 2.4 Psychopathy

Psychopathy influential researcher [25] has indicated to two main elements of psychopathy – shortfalls in the consequence i.e., callousness and self-control i.e., impulsivity. The self-control shortfall has been considered as central to criminal [26] noncriminal understandings of psychopathy too [27]. Subsequently, manifest their coldness in a short run fashion. [28]. Therefore, with the callous manipulation other short-term traits are combined i.e., irresponsibility and adventure seeking to develop persistent criminal and bold behavior. In differentiating psychopathy from Machiavellianism and influencing our item selection for the element of the impulsivity is essential. We have emphasized impulsivity that has rendered our construct near to secondary than primary psychopath [29].

Anti-social behavior has characterized Psychopath, violating social norms, and where is the absence of empathy. Relatively score of individuals is low in conscientiousness, agreeableness, and neuroticism, which are high in psychopath, whereas positive relationship has been shown with openness and extraversion [30]. Research has shown association between subclinical psychopathy and CWB such stronger correlation has not been yielded by any of the characteristics of the Five Factor model with CWB [18]. Research has also linked psychopathy with interpersonal CWB, conducted both in United States and Philippines [31].

### 2.5 Impression management

In business field the construct of impression management is commonly discussed. It is believed to be most important for both individuals and corporations, however to individuals both within their organizations and with their external stakeholders [32]. Below all main factors can affect the impression management as below:

### 2.6 Ingratiation

This strategy entails that all the traits and behaviors are to adopt by the employees who are merely liked by performance raters the purpose of this strategy is too liked, in this strategy complimenting and flattery along with credibility and honesty to another person is covered. It is also implied in this strategy to agree and appreciate viewpoint of others. It has been widely believed to be instinct and natural of human that he likes those people who think or act as he does, although when we present ourselves in same way their favorable responses from others can be obtained [33].

## 2.7 Exemplification

A strategy of impression management in which person applies excessive dedicated and committed impression in his/her job on the supervisors, although, creating feeling of guilt amongst other. When a person adds "I will complete this given task anyhow; however, if I have to bear personal loss you, please go and enjoy". In above statement employee stated such behaviors to conceive them ideal employees. He/she works or shows to work beyond the formal call of duty [34]. People ideally keep themselves available go above and beyond the call of duty in order to get appreciated and obtain dedication from observers [35].

## 2.8 Self-promotion

This tactic entail is self-projection and building image. In the strategy person intends to be acknowledged as competent in some specific areas. Minor flaws may be recognized in the personality but in this strategy excessively projects and stronger points of personality are emphasized in front of his superiors. Although there is no match in claim and abilities, he may portray a very bad impression [36].

## 2.9 Supplication

In this strategy the individuals portray his weak areas to seek sympathy. The person exhibits himself as a helpless so he could get help from others, this strategy is undertaken by individuals to publicize limitations and weaknesses for being viewed as deprived [37]. Supplication consists of such behaviors in which individuals are sought to be portraying personality of humble and helpful [38]. Supplication is conceived to be passive strategy [39]. Employees might involve in supplication to seek in order to be helped from others.

## 2.10 Relation between research variables

The foundation for this research was there is a clear relationship between Dark Triad personality and impression management. However, the impacts of these structures on the relationship between Dark Triad and impression management is not ignored, due to the interactions between person and environmental variables related to both Dark Triad and Impression Management in business organizations. This research will show that there is a strong connection between individual differences and perception of the environment, especially negative emotions, negative affective and personality traits [40].

As for the theory of mind setting, it claims that individual beliefs hold about the changeability of essential human characteristics affect one's actions [41]. Mind-set is a predictor of one's reaction to adversities and challenges but also of how a person tends to treat others [41]. This is especially important in organizational settings. Growth-minded managers strive to communicate more efficiently with their subordinates than managers with a fixed mentality.

## 2.11 Conceptual Framework

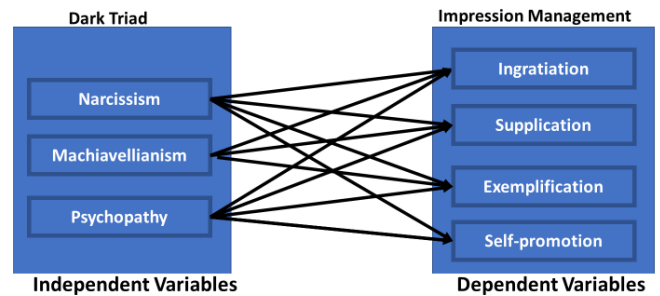


Figure 1: Conceptual Framework

The above figure shows the study research framework and bases on the above figure; the researcher selected to study Impression Management as dependent variable and adapted the scale from [1]. And the researcher selects three variables to study the dark personality (Dark Triad) as independent variables and adapted the scale from [42]. And the researcher adapted both model this model based on [43].

## 2.12 Hypotheses

- H1: There is a positive relationship between Narcissism and Ingratiation.
- H2: There is a positive relationship between Narcissism and Supplication.
- H3: There is a positive relationship between Narcissism and Exemplification.
- H4: There is a positive relationship between Narcissism and Self-promotion.
- H5: There is a positive relationship between Machiavellianism and Ingratiation.
- H6: There is a positive relationship between Machiavellianism and Supplication.
- H7: There is a positive relationship between Machiavellianism and Exemplification.
- H8: There is a positive relationship between Machiavellianism and Self-promotion.
- H9: There is a positive relationship between Psychopathy and Ingratiation.
- H10: There is a positive relationship between Psychopathy and Supplication.
- H11: There is a positive relationship between Psychopathy and Exemplification.
- H12: There is a positive relationship between Psychopathy and Self-promotion.

## 3. Research Methodology

Proposes, that two total approaches can be named with respect to the analysis of research. The said approaches are inductive and deductive. A theory has been proposed for inductive research. Its basis lies upon collective data analysis. Additionally, that inductive approach is normally indebted to interpretivist through which reality of the study can be explored through intention, emotion and action. Such an approach can be named as "bottom-up approach" in which research develops to certain theories from data reasoning. In deductive mode a theory is developed by two tools: hypothesis test along with data analysis. "Deductive approach," maintains, "uses data in order to form a theory whose basis lies on hypothesis testing." An approach like this can be called a top-down approach [44]. On the contrary, deductive approach is attached with the approach of positivism, inductive approach is envoy to interpretivist. Further, through deductive approach the researcher can reach specific conclusions as it starts with the general ones. This approach is further used to hypothesis testing.

Deductive approach for research like this has been chosen. Such an approach has been opted with regard to the fact that theories are developed by gathering hypothesis testing and data analysis. The theories are either rejected or accepted based on these testing and analyses. A process of appropriate steps in deductive research is taken with these findings [45].

**3.1 Population and Sampling Size**

Arguably, the ones conducting research have to tackle difficulties in studying every single person who does every single thing in every single place regardless of the method of research [46]. It is for this reason that an inevitable need is felt for the generalization to the entire populations after choosing samples of study.

Similarly, samples from tiny to medium corporate companies and organizations based in Riyadh, Saudi Arabia, will be collected and appropriate sampling techniques will be used by the researcher. The data to be collected would be from employees of these organizations. The employees would be selected hierarchically. Further, the targeted companies would be from Digital Marketing industry sector and Information Technology. Preceded by qualitative interviews with the managers of human resources or those responsible for the evaluation of personality traits within the premises of their organizations, an inclusion questionnaire method will be used in conducting this research.

The sum of 5,181,253 employees working in tiny as well as medium corporates in Saudi Arabia [47] will be the respondents and based upon [48], the total percentage of respondents is 38,7%. That indicates a meaning that the total number of employees i.e. 2,005,145 is working in the corporates [size mentioned above] of Riyadh. In addition, on the basis of URL2, percentage of research sector is 4.21%. And it means a total number of 84,417 employees as the population target of the researcher.

In total, 270 respondents will be required to conduct the research. It will base on [49] and the usage of following equation will also be included. That is to say that 270 working men, a mean total, will make the sample of this

research study. Along with them, sampling technique will also be applied.

$$\text{Sample size, } n = N * \frac{\frac{Z^2 * p * (1 - p)}{e^2}}{[N - 1 + \frac{Z^2 * p * (1 - p)}{e^2}]}$$

Where N (Population Size) =84,417, Z (Confidence level) =1.645, e (Margin of Error) =0.05, and P (Sample Proportion - uncertain) =0.5.

**4. Results and Discussions**

**4.1 Reliability Analysis**

**4.1.1 Reliability for Machiavellianism**

**Table 1: Reliability for Machiavellianism**

Reliability Statistics		
Variable	Cronbach's Alpha	N of Items
Machiavellianism	.792	9

Table above contains reliability analysis for the independent variable Machiavellianism for dark triad. Cronbach's Alpha value stands at 0.792 with 9 item internal validity that is considered to be good for Machiavellianism via Cronbach's Alpha

**4.1.2 Reliability for Narcissism**

**Table 2: Reliability for Narcissism**

Reliability Statistics		
Variable	Cronbach's Alpha	N of Items
Narcissism	.757	9

Table above contains reliability analysis for the independent variable Narcissism for dark triad. Cronbach's Alpha value stands at 0.757 with 9 item internal validity that is considered to be good for Narcissism via Cronbach's Alpha.

**4.1.3 Reliability for Psychopathy**

**Table 3: Reliability for Psychopathy**

Reliability Statistics		
Variable	Cronbach's Alpha	N of Items
Psychopathy	.783	8

Reliability statistics for independent variable Psychopathy is given in above table. Cronbach's Alpha value stands at 0.783 with 8 item internal validity that is considered to be good for Psychopathy via Cronbach's Alpha.

**4.1.4 Reliability for Ingratiation**

**Table 4: Reliability for Ingratiation**

Reliability Statistics		
Variable	Cronbach's Alpha	N of Items
Ingratiation	.783	4

Reliability statistics for dependent variable Ingratiation is given in above table. Cronbach's Alpha value stands at

0.796 with 4 item internal validity that is considered to be good for Ingratiation via Cronbach's Alpha.

4.1.5 Reliability for Supplication

Table 5: Reliability for Supplication

Reliability Statistics		
Variable	Cronbach's Alpha	N of Items
Supplication	.778	4

Reliability statistics for dependent variable Supplication is given in above table. Cronbach's Alpha value stands at 0.778 with 4 item internal validity that is considered to be good for Supplication via Cronbach's Alpha.

4.1.6 Reliability for Exemplification

Table 6: Reliability for Exemplification

Reliability Statistics		
Variable	Cronbach's Alpha	N of Items
Exemplification	.778	4

Reliability statistics for dependent variable Exemplification is given in above table. Cronbach's Alpha value stands at 0.817 with 4 item internal validity that is considered to be good for Exemplification via Cronbach's Alpha.

4.1.7 Reliability for Self-Promotion

Table 7: Reliability for Self-Promotion

Reliability Statistics		
Variable	Cronbach's Alpha	N of Items
Self-Promotion	.870	4

Reliability statistics for dependent variable Self-promotion is given in above table. Cronbach's Alpha value stands at 0.870 with 4 item internal validity that is considered to be good for Self-promotion via Cronbach's Alpha.

4.1.8 Reliability for All Variables

Table 8: Reliability for all Variables

Reliability Statistics		
Variable	Cronbach's Alpha	N of Items
All Variables	.951	42

Table above contains the reliability analysis for all variables together. The table shows that Cronbach's Alpha value stands at 0.951 with total of 42 items of all variables collectively, which is considered to be good for Cornbach's Alpha.

4.2 Regression Analysis

4.2.1 Ingratiation

4.2.1.1 Ingratiation - Model Summary

Table 9: Ingratiation - Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.751a	.565	.560	.68176

1	.751a	.565	.560	.68176
Predictors: (Constant), Narcissism, Machiavellianism, Psychopathy				

The model summary of three independent variables that include psychopathy, Machiavellianism, and narcissism with one dependent variable ingratiatio is given in above table. The above table contains R value of 0.751 which suggests that model has strong correlation with other rest of the variables. The value of R Square stands at 0.565 and competitive differentiation clarifies about 56%.

4.2.1.2 Ingratiation - Analysis of variance

Table 10: Ingratiation - Analysis of variance

ANOVA <sup>b</sup>					
Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	161.008	3	53.669	115.467	.000b
Residual	124.102	267	.465		
Total	285.110	270			

a. Dependent Variable: Ingratiation  
b. Predictors: (Constant), Narcissism, Machiavellianism, Psychopathy

Table ANOVA comprises of analysis of variance of the model with sum of square for regression stands at 161.008 and that of residual stands at 124.102 with total sum of 285. The degree of freedom for the model stands at 3 for regression and that of residual stands at 267 that make 270, total degree of freedom. The means square for regression stands at 53.669 and that of residual is 0.465. The F value stands at 115.465 and significance value at 0.000 shows the statistical significance of the model.

4.2.1.3 Ingratiation - Beta Interpretation

Table 11: Ingratiation - Beta Interpretation

Model	Unstandardized Coefficients		Standardized Coefficients			
(Constant)	-.291	.212			-1.374	.171
Machiavellianism	.229	.085	.156		2.693	.008
Narcissism	.434	.087	.330		4.992	.000
Psychopathy	.490	.099	.341		4.966	.000

Table above contains analysis of beta interpretation for dependent variable ingratiatio. This test is considered to be very important in terms of finding significant of the model. The table contains T values, standard errors and beta coefficients. As per table the T values for Machiavellianism, Narcissism, and Psychopathy are 2.693, 4.992, and 4.966 respectively. The beta 1, beta 2, beta 3 for these variables are 0.229, 0.434, and 0.490 respectively.

4.2.2 Supplication

4.2.2.1 Supplication - Model Summary

Table 12: Supplication Model Summary

Model Summary				
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Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.695a	.483	.478	.71855
Predictors: (Constant), Narcissism, Machiavellianism, Psychopathy				

The model summary of three independent variables that include psychopathy, Machiavellianism, and narcissism with one dependent variable supplication is given in table above. The above table contains R value of 0.695 which suggests that model has strong correlation with other rest of the variables. The value of R Square stands at 0.483 and competitive differentiation clarifies about 47%.

4.2.2.2 Supplication - Analysis of Variance

Table 13: Supplication ANOVA

ANOVA <sup>b</sup>					
Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	128.998	3	42.999	83.281	.000b
Residual	137.857	267	.516		
Total	266.854	270			
a. Dependent Variable: Supplication					
b. Predictors: (Constant), Narcissism, Machiavellianism, Psychopathy					

Table above comprises of analysis of variance of the model with sum of square for regression stands at 128.998 and that of residual stands at 137.857 with total sum of 266.854. The degree of freedom for the model stands at 3 for regression and that of residual stands at 267 that make 270, total degree of freedom. The mean square for regression stands at 42.999 and that of residual is 0.516. The F value stands at 83.281 and significance value at 0.000 shows the statistical significance of the model.

4.2.2.3 Supplication - Beta Interpretation

Table 14: Supplication - Beta Interpretation

Model	Unstandardized Coefficients		Standardized Coefficients		
(Constant)	.069	.223		.309	.758
Machiavellianism	.246	.090	.173	2.738	.007
Narcissism	.445	.092	.350	4.860	.000
Psychopathy	.341	.104	.246	3.280	.001
a. Dependent Variable: Supplication					

Table above contains analysis of beta interpretation for dependent variable supplication. This test is considered to be very important in terms of finding significant of the model. The table contains T values, standard errors and beta coefficients. As per table the T values for Machiavellianism, Narcissism, and Psychopathy are 2.738, 4.860, and 3.280 respectively. The beta 1, beta 2, beta 3 for these variables are 0.246, 0.445, and 0.341 respectively.

4.2.3 Exemplification

4.2.3.1 Exemplification - Model Summary

Table 15: Exemplification - Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.660a	.436	.430	.81581

		Square	Square	Estimate
1	.706a	.499	.493	.71530
Predictors: (Constant), Narcissism, Machiavellianism, Psychopathy				

The model summary of three independent variables that include psychopathy, Machiavellianism, and narcissism with one dependent variable supplication is given in table above. The above table contains R value of 0.706 which suggests that model has strong correlation with other rest of the variables. The value of R Square stands at 0.499 and competitive differentiation clarifies about 49%.

4.2.3.2 Exemplification - Analysis of Variance

Table 16: Exemplification - Analysis of Variance

ANOVA <sup>b</sup>					
Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	135.994	3	45.331	88.599	.000b
Residual	136.610	267	.512		
Total	272.604	270			
a. Dependent Variable: Exemplification					
b. Predictors: (Constant), Narcissism, Machiavellianism, Psychopathy					

Table above comprises of analysis of variance of the model with sum of square for regression stands at 135.994 and that of residual stands at 136.610 with total sum of 272.604. The degree of freedom for the model stands at 3 for regression and that of residual stands at 267 that make 270, total degree of freedom. The mean square for regression stands at 45.331 and that of residual is 0.512. The F value stands at 88.591 and significance value at 0.000 shows the statistical significance of the model.

4.2.3.3 Exemplification - Beta Interpretation

Table 17: Exemplification Beta Interpretation

Model	Unstandardized Coefficients		Standardized Coefficients		
(Constant)	.054	.222		.242	.809
Machiavellianism	.277	.089	.192	3.098	.002
Narcissism	.237	.091	.184	2.593	.010
Psychopathy	.563	.103	.401	5.442	.000
a. Dependent Variable: Exemplification					

Table above contains analysis of beta interpretation for dependent variable exemplification. This test is considered to be very important in terms of finding significant of the model. The table contains T values, standard errors and beta coefficients. As per table the T values for Machiavellianism, Narcissism, and Psychopathy are 3.098, 2.593, and 5.442 respectively. The beta 1, beta 2, beta 3 for these variables are 0.277, 0.237, and 0.563 respectively.

4.2.4 Self-Promotion

4.2.4.1 Self-Promotion - Model Summary

Table 18: Self-Promotion Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.660a	.436	.430	.81581

Predictors: (Constant), Narcissism, Machiavellianism, Psychopathy

The model summary of three independent variables that include psychopathy, Machiavellianism, and narcissism with one dependent variable self-promotion is given in table above. The above table contains R value of 0.660 which suggests that model has strong correlation with other rest of the variables. The value of R Square stands at 0.436 and competitive differentiation clarifies about 43%.

4.2.4.2 Self-Promotion - Analysis of Variance

ANOVA <sup>b</sup>					
Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	137.344	3	45.781	68.788	.000b
Residual	177.700	267	.666		
Total	315.045	270			

a. Dependent Variable: Self-promotion  
 b. Predictors: (Constant), Narcissism, Machiavellianism, Psychopathy

Table above comprises of analysis of variance of the model with sum of square for regression stands at 137.344 and that of residual stands at 177.700 with total sum of 351.045. The degree of freedom for the model stands at 3 for regression and that of residual stands at 267 that make 270, total degree of freedom. The mean square for regression stands at 45.781 and that of residual is 0.666. The F value stands at 68.788 and significance value at 0.000 shows the statistical significance of the model.

4.2.4.3 Self-Promotion - Beta Interpretation

Table 19: Self-Promotion Beta Interpretation

Model	Unstandardized Coefficients	Standardized Coefficients		
(Constant)	.054	.222		.242 .809
Machiavellianism	.277	.089	.192	3.098 .002
Narcissism	.237	.091	.184	2.593 .010
Psychopathy	.563	.103	.401	5.442 .000

a. Dependent Variable: Exemplification

Table above contains analysis of beta interpretation for dependent variable self-promotion. This test is considered to be very important in terms of finding significant of the model. The table contains T values, standard errors and beta coefficients. As per table the T values for Machiavellianism, Narcissism, and Psychopathy are 4.624, 4.296, and 1.360 respectively. The beta 1, beta 2, beta 3 for these variables are 0.471, 0.447, and 0.160 respectively.

4.3 Correlation Analysis

Table 20: Correlation

		MA	NA	PS	IN	SU	EX	SP
Machiavellianism (MA)	Pearson Correlation	1	.657**	.689**	.608**	.572**	.590**	.590**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000
	N							

Narcissism (NA)	Pearson Correlation		271	271	271	271	271	271
	Sig. (2-tailed)		1	.773**	.696**	.653**	.621**	.606**
Psychopathy (PS)	Pearson Correlation			271	271	271	271	271
	Sig. (2-tailed)			1	.704**	.635**	.676**	.566**
Ingratiation (IN)	Pearson Correlation				271	271	271	271
	Sig. (2-tailed)				1	.811**	.752**	.722**
Supplication (SU)	Pearson Correlation					271	271	271
	Sig. (2-tailed)					1	.667**	.673**
Exemplification (EX)	Pearson Correlation						271	271
	Sig. (2-tailed)						1	.608**
Self-promotion (SP)	Pearson Correlation							271
	Sig. (2-tailed)							1

\*\* Correlation is significant at the 0.01 level (2-tailed).

Table above displays the correlation analysis for all the variables. Correlation analysis is believed to be highly meaningful for investigating relationship between involved variables. Moreover, the p value obtained from this correlation analysis can further be utilized for hypothesis testing variables as well. In order to find out relationship among a number of variables all to gather, correlation analysis is highly regarded. For this study the correlation analysis for three independent variables of dark triad including Machiavellianism, Narcissism, Psychopathy, and

four dependent variables impression management is given in table 57 and are described as below:

As given in table 57, the variable Machiavellianism has strong relationship with narcissism, psychopathy, and ingratiation with correlation value stands at 0.657 with narcissism, 0.689 with psychopathy, and 0.608 with ingratiation. Moreover, it has moderate relationship supplication, exemplification, and self-promotion with correlation values stand at 0.572 with supplication, 0.590 with exemplification, and 0.590 with self-promotion.

Secondly, the variable Narcissism has strong relationship with rest of the variables as correlation value stands at 0.773 with psychopathy, 0.696 with ingratiation, 0.653 with supplication, 0.621 with exemplification, and 0.606 with self-promotion.

Thirdly, the variable Psychopathy has strong relationship with ingratiation, supplication, exemplification, and it forms moderate relationship with self-promotion. The correlation values stand at 0.704 with ingratiation, 0.635 with supplication, 0.676 with exemplification, and 0.566 with self-promotion.

Furthermore, the variable Ingratiation has strong relationship with supplication, exemplification and self-promotion. The correlation values for these relationships stands as 0.811 with supplication, 0.752 with exemplification, and 0.722 with self-promotion.

The variable Supplication has strong relationship with exemplification and self-promotion with correlation values for these relationships stand as 0.667 with exemplification and 0.673 with self-promotion.

Lastly, the variable exemplification has strong relationship with variable self-promotion with correlation value stands at 0.608.

## 5. Hypotheses Testing

The below table reflect the hypothesis testing of the study there are 12 hypotheses constructed for this study. Regression analysis has used for testing of these hypotheses, from there 10 hypotheses support to this study, while 2 hypotheses are rejected, and their null hypotheses proven. Talk about the Narcissism P-values are 0.000 with Ingratiation, P-value 0.000 with Supplication, and p-value 0.000 with Self- promotion, so that have positive effect with both, while Narcissism P- values is 0.010 with exemplification so, H3 supported and it have positive effect on this while H1, H2, and H4 are statistically significant because P-value are less than 0.05. For second part the Machiavellianism P-values are 0.008 with Ingratiation, P-value 0.007 with Supplication, p-value 0.002 with exemplification and p-value 0.000 with Self- promotion, so that H5, H6, H7 and H8 all P-values are below than 5% so that Machiavellianism has positive effect with all variables. In last the psychopathy P-values are 0.000 with Ingratiation, P-value 0.001 with Supplication, and p-value 0.000 with

exemplification, so that psychopathy has positive effect with these all and P-values are below than 0.005 so it supported to H9, H10 and H11, while psychopathy P- value is 0.175 with Self Promotion so, H12 rejected, and psychopathy doesn't have any positive effect on Self-promotion.

**Table 21:** Hypotheses Testing

H	Hypothesis	P Value	Result
H1	There is a positive relationship between Narcissism and Ingratiation.	0.000	Supported
H2	There is a positive relationship between Narcissism and Supplication.	0.000	Supported
H3	There is a positive relationship between Narcissism and Exemplification.	0.010	Supported
H4	There is a positive relationship between Narcissism and Self-promotion.	0.000	Supported
H5	There is a positive relationship between Machiavellianism and Ingratiation	0.008	Supported
H6	There is a positive relationship between Machiavellianism and Supplication.	0.007	Supported
H7	There is a positive relationship between Machiavellianism and Exemplification.	0.002	Supported
H8	There is a positive relationship between Machiavellianism and Self-promotion	0.000	Supported
H9	There is a positive relationship between Psychopathy and Ingratiation	0.000	Supported
H10	There is a positive relationship between Psychopathy and Supplication	0.001	Supported
H11	There is a positive relationship between Psychopathy and Exemplification.	0.000	Supported
H12	There is a positive relationship between Psychopathy and Self-promotion.	0.175	Not Supported

## 6. Conclusion

This study aims at explaining how dark personality traits are investigated in context of impression management of employees in small and medium-sized companies in Riyadh-Saudi Arabia. This research found that dark personality traits are driving agents of workplace behavior in context of employees' perception of overall environment and correlation with other workers.

As per the hypothesis proposed in chapter 3 of this study, the three independent variables including Machiavellianism, narcissism, and psychopathy forms positive correlation with all of the dependent variables including ingratiation, supplication, exemplification, and self-promotion. The findings strongly support the proposed hypothesis and articulately prove the obvious relationship between dark personality traits and impression management.

The analysis results show that there is strong relationship of personality traits with impression management among individuals in small and medium companies of Riyadh – Saudi Arabia. Effective variables related to personality traits (Dark Triad) and impression management variables were investigated. It is noticeable that dark personality traits have immense impacts over impression management of employees. This study found that these traits greatly impact the operational process of employees and so push them to go against social regulatory norms.



The data for analysis was gathered via online survey. The analysis was performed after getting responses of from total of 271 respondents by providing them a set of well-defined statements relative to dark triad and impression management.

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