Machiavellianism and Bullying Behavior: Conditional Effects of Trait Activating Job Roles and Mediating Mechanism of Impression Management: A Region Based Study

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Abstract   *This research identifies the job-based role ambiguity which positively triggers the self-impressions of Machiavellianism personality. Machiavellian personality engaged in bullying behaviors which can be reduced by the soft impression management tactics. A field sample of 420 employees working in telecommunication sector were analyzed. Time lag research design was used to investigate the linear effects of the proposed constructs. The hypotheses were tested by using the moderated-mediation analysis. The result shows that role ambiguous job demands trigger the functional attributes of Machiavellian personality for predicting positive self-impression. The impact of Machiavellian personality on bullying behavior through moderated-mediation of role ambiguity and impression management was significantly proved.*

Introduction

People behave according to their traits; personality traits play an important role in predicting person's behavior. Personality research has been emerged as a backbone in main stream OB research. Investigation of traits are becoming way complex than it was investigated previously (Smith, Hill, Wallace, Recendes, & Judge, 2018). Nowadays, the theoretical perspectives focus on investigating the deceptive, manipulative and opportunistic traits such as Machiavellianism (Carter, Guan, Maples, Williamson, & Miller, 2016).

The manipulative and self-opportunistic Machiavellian personalities were caught up in several organizational scandals. Due to the rise in high profile organizational scandals, there is a strong need to understand the self-serving and opportunistic features of Machiavellianism (Jonason, Li, & Teicher, 2010). Bullying behavior is also the widespread phenomena in many countries. In the six-month duration, 52 percent Pakistani employees working in service sector suffered from bullying, that is why perpetrator perspective of bullying needs to be investigated in Pakistani context (Bashir and Hanif, 2011).

The theoretical view advocates that job demands must be aligned with the personality traits. As they trigger certain trait attributes of an individual which reflects in their behavioral display (Tett and Burnett, 2003). It is not recommended by the researchers to investigate the linear personality-outcome relationships because of their complexities. Hence, there is a need to figure out the person's intents and the underlying interventions for investigating personality associations (Smith, Hill, Wallace, Recendes, & Judge, 2018).

Personality attributes are the means through which incumbents safeguard their position within the workplace. Those individuals who possess Machiavellian personality are proactive and competitive in nature (Jones & Paulhus, 2010). Machiavellian personality also possesses the characteristics of boldness and high self-esteem which are the qualities of successful business executives. The high self-image and fearlessness attributes make the employees successful in service-sector where employee interaction is more frequent and visible (Koehn, Okan, & Jonason, 2019; Van DeLinden et al., 2017). The only problem is that Machiavellian individuals are

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having the tendency to bully others. They can prevent the antisocial behavior (i.e. bullying) by indulging in positive impression management (Dutton, 2012).

This study is important from managerial perspective as it channelize the opportunistic and functional side of Machiavellian employees by providing them the role ambiguous work characteristic. According to Morgeson, Delaney-Klinger and Hemingway (2005), the lack of strict job directions provides high level of discretion to employees for achieving their job targets. Another important aspect is the positive self-image carried by the Machiavellian individuals that can refrain them from being perpetrators of bullying (Riemer, & Shavitt, 2011). According to Bashir and Hanif (2011), 52% employees working in telecom sector have been exposed to bullying behavior in the six-month time duration. Workplace bullying have negative effects on employee's psychological health. Therefore, this study is helpful in channelizing the certain personality traits through moderated-mediated mechanisms for controlling the bullying behavior.

TAT (trait activation theory) is engaged to understand the theoretical premise of the relationship between Machiavellianism trait and behavior in the presence of trait related job attributes (i.e. role ambiguity) (Tett & Burnett, 2003; Wang et al., 2017). Trait Activation Process takes place when job roles are related to person's values and intentions. The alignment of job demands stimulates the person to engage in behaviors that are trait appropriate (Greenbaum et al., 2017). Drawing from trait activation theory, the favorable job conditions (such as the lack of transparency towards job expectations and expectations of the superiors) can motivate the self-centered propensities of Mach's to manage their positive impression on others. Positive impression management by Mach's help them to refrain from bullying others in the workplace (Choi, Woehler, Lopez-Kidwell, Labianca, & Borgatti, 2018).

This study contributes to the body of literature by investigating the interactive effect of Machiavellian trait and ambiguous job roles on behavioral outcomes. The moderating effects of role ambiguity in the association between Machiavellianism and impression management is still a grey area (Rehman & Shahnawaz, 2018). Most of the Machiavellian personality research is on victim's perspective of bullying. This study enhances the bullying literature by investigating the Mach's as perpetrator of bullying behavior (Salin et al., 2019). According to Heslin et al., (2018) mediating mechanisms should be explored to analyze the Mach's propensity to bully others. The proposed model investigates the behavioral mechanism as mediator (i.e. impression management) to reduce the Mach's propensity to bully.

Machiavellian personality possesses the characteristics of having powerful social network and gaining respect and trust of coworkers. Therefore, such personality can be functional in organizational settings imbedded in cohesive cultures where employees' interests are protected by their subordinates, superiors and peers (Baka, 2018). The manipulative and hostile nature of Mach's will remain restrained in an interdependent collectivist society. The norms of such collectivist society convince the Mach's to manage their self-impressions positively which assist them to refrain from being perpetrators of bullying (Schyns, 2015). These questions require more investigation in Pakistani cultural setting. That is why the undertaken study is important to authenticate the findings in the service-oriented organizations which are rooted in collectivist culture of Pakistan. Majority of the samples were drawn from individualistic societies and are examined upon student responses. This study is undertaken in the collectivist Asian context based on sample of employees, to investigate the differential effects of bullying in the presence of moderated-mediation mechanisms.

Literature Review of Proposed Hypotheses

Machiavellianism and Bullying Behavior

Machiavellianism is the dark personality trait that possess the attributes of self-centeredness, deceptiveness and their unkind behavior towards others (Jones & Paulhus, 2009). According to LeBreton, Shiyerdecker, and Grimaldi (2018), Machiavellian personalities confess that they behave aggressively towards their peers. The study undertaken by Baughman, Dearing, Giammarco and Vernon (2012) verified the significant positive relationship between Machiavellian personality and bullying. Due to the antagonistic view of others and egocentric nature of Mach's, it has been proven by Pilch and Turska (2015) that they can be the culprits of bullying (Pilch & Turska, 2015).

Workplace bullying not only damages the organizational operations but it also effects the psychological health of employees (Hoel et al., 2003). Mach's are mean natured and like to exploit and humiliate others (Fanti, 2018).

H1: There is a significant positive impact of Machiavellianism on bullying behavior.

Machiavellianism and Impression Management

Machiavellian personalities are reckless and smart. They are able to use various behavioral tactics such as positive self-presentation for achieve their self-interested means (Crawford, Kacmar, & Harris, 2018). Mach's use the impression management strategy for portraying the good self-image and positive reputation. Individuals that are high in Machiavellian trait employ the pre-emptive behavior (i.e. soft impression management tactics) for achieving their set goals (Jones & Paulhus, 2010).

A soft taxonomy of impression management behavior by Jones and Pittman (1982) includes ***ingratiation*** (using favors, flattery and supportive of opinions to be viewed as likeable), ***self-promotion*** (overstressing achievements to be viewed as capable) and ***exemplification*** (execution of responsibilities by going beyond the call of duty to be recognized as a dedicated worker by the superiors and subordinates). As Machiavellian personality is capable of handling their self-image, they can effectively use different non-intimidating impression management strategies for fulfilling different behavioral demands. By carrying the positive self-image, they will refrain from being perpetrators of bullying (Turnley & Bolino, 2001).

H2: There is a significant positive impact of Machiavellianism on impression management.

Impression Management and Bullying Behavior

Any form of manipulative tactics (which is impression management in this study) is viewed as assertive social influence by the targets of bullying but the target will show the acceptance towards exploitative behavior such as bullying in the presence of soft impression management tactics (Zapf & Einarsen, 2003). Victims who are low in interpersonal skills and self-image cannot differentiate between positive and negative exploitation. That is why they perceive the impression management as a manipulation of Machiavellian personality for keeping up with their negative acts (Wu & Lebreton, 2011).

H3: There is a significant positive impact of impression management on perpetrators of bullying behavior.

Role of IM (mediator) between Machiavellianism & Bullying

Exchange of favors and likability which are impression management taxonomies can make the workplace friendly. Such friendships may help the Mach's to have special treatment from their subordinates, colleagues and seniors by not displaying the negative behavior such as bullying (Jonason, Slomski, & Partyka, 2012). The impulsive attributes of Machiavellian personality reflect the nonexistence of responsiveness attributes which relates to bullying behavior (Baughman, Dearing, Giammarco, & Vernon, 2012). For the demonstration of favorable reputation, it is very important to have positive impression management. Machiavellianism's positive relationship with impression management may reduce the strength of the Mach's propensity to bully others (Maher, Gallagher, Rossi, Ferris, & Perrewe, 2018).

H4: The relationship of Machiavellianism and bullying behavior significantly mediates through IM.

Moderating role of job Demand (i.e. Role Ambiguity)

The lack of stern directions towards job roles such as performance expectations and expectations of the superiors is defined as ambiguity in roles (Rizzo, House, & Lirtzman, 1970). In the presence of job demands that are role ambiguous, Mach's have the choice to set their own job roles according to their traits such as achievement-orientation (Morgeson, Delaney-Klinger, & Hemingway, 2005). It has been argued by the researchers that the job demands have a significant impact on behavior. But little research has been done so far for the inclusive categorization of job cues/demands (Beaty, Cleveland, & Murphy, 2001). Therefore, Trait activation theory has

been projected as an overarching theory, which investigates the interactive effects of personality and job demands (i.e. Machiavellianism x role ambiguity) to predict impression management behavior.

H5: Ambiguity in roles moderate the relationship between Mach and IM, high value of RA makes the relation stronger and vice versa.

Moderated-Mediation Effects

When the job roles of the employees are not according to their personality attributes then in such less ambiguous job context, Mach's have less opportunity to set the broader roles for fulfilling their self-opportunism (Meyer et al., 2011). Machiavellian personality exercises better choices in decision-making and personal judgements when provided with role ambiguity. Role ambiguous job demands triggers the achievement oriented and fearless attributes of Mach's which provides them the opportunity to enhance their self-impressions. The display of positive self-impressions reduces the Mach's inclination to bully others (Becker & O'Hair, 2007). In the structural environment where job roles are strictly defined, the Machiavellian personality is unable to achieve success and it also reduces their intents to carry positive self-image and ultimately indulge in antisocial behavior (such as bullying) (Ferris et al., 2005).

H6: Role ambiguity moderates' the effect of Mach on bullying through the mediation (IM), in the presence of high RA the indirect impact is stronger than low role ambiguity.
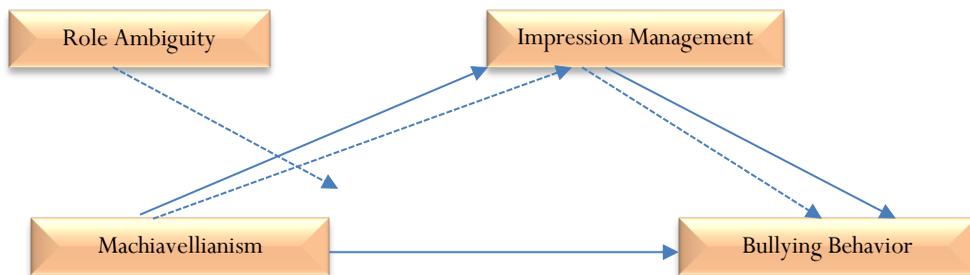
Theoretical Framework

Figure 1. Conceptual Framework

Methodology

Population

The research population includes the service industry based on telecommunication organizations. In service sector the employee interaction is more frequent and job roles are transparent, that is why Mach's can effectively manage the job demands for achieving constructive ends (such as antisocial behavior) (Van Der Linden, Leiserowitz, Rosenthal, & Maibach, 2017). The respondents were white-collar employees having upper-middle and middle level positions in telecom sector. The reason of selecting these employment levels was that they have access to organizational resources and growth opportunities as compared to blue-collar workers, they can channelize their functional side by displaying antisocial behavior for achieving the goals. employees working in telecommunication sector.

Sample Size and Procedure

Research design was based on time-lag for data collection. As stated by Kumar, Talib and Ramayah (2013) that the behavioral based causal studies can be effectively analyzed with the help of time-lagged data collection technique. Questionnaires were used to gather the peer and self-reported responses. Third person approach was used for peer reported responses. For independent variable (Machiavellianism) and moderating variable (role

ambiguity) self-reported responses were gathered at Time 1, self-reported responses of mediating variable (i.e. impression management) were gathered at Time 2 and peer-reported responses of dependent variable (i.e. bullying behavior) were gathered at Time 3. The three point in time data was collected by having the time interval of 30 days.

Non-probability convenience sampling technique was used due to non-availability of official data of employees working in service sector (Bashir, Khattak, Hanif, & Chohan, 2011). The common method bias has been resolved by collecting the data at three point in time and by the peer reports of bullying behavior (Podsakoff et al., 2012). 500 questionnaires were distributed out of which 420 questionnaires were returned at time 3. Thirty questionnaires were not returned at Time 1 and twenty questionnaires were dropped out at Time 2. Rest of the thirty questionnaires had unengaged responses. The final response rate was 84% which comprised of 63% males and 37% females.

Instruments and Measures

The dependent variable bullying behavior was measured by the Notelaers and Einarsen (2008) 9 items of S-NAQ (short negative act questionnaire). It measures the bullying from perpetrator's perspective. 9-items scale of Jones and Paulhus (2014) was taken to measure the independent variable Machiavellianism. Rizo, House and Lirtzman's (1970) 6-items scale was taken to measure the moderating variable RA (role ambiguity). The mediating variable impression management was measured by Bolino and Turnley (1999) twelve-items measure. IM is treated as one factor construct on theoretical basis which is related to the study of Brouer et al. (2015).

For (CFA) confirmatory factor analysis SEM (structural equation modeling) software was used. CFA was performed to assess fit indices of proposed model, factor loadings, composite reliability, discriminant and convergent validities of the variables. For data analysis SPSS v20 was used. Pearson correlation test was applied to find the association between variables. In SPSS "process method" of Hayes (2013) was utilized to investigate the direct, indirect, moderation and moderated mediation effects. As per recommendation of Aiken, West and Reno (1991), Cronbach alpha value is used to measure items' internal consistency. Age and gender were taken as control variables. One-way analysis of variance proved that gender significantly associated with dependent variable (F=11.88, p = .001).

Analysis and Results

Preliminary Analysis

Table 1 shows the mean values ranging from 2.24 to 3.90 and standard deviation ranges from .75 to 1.0. Normality of data is calculated by kurtosis and skewness. Skewness values fall within the acceptable range of -2 and +2. Kurtosis values are also three times less than the standard error (Hair et al., 2012). Relational strength and direction of variables are analyzed by Pearson correlation. The values of correlation in between variables are within moderate range. The correlation results of this study are aligned with the previous studies of Hogue, Lavashina and Hang (2013), and Corral and Calvete (2000).

Table 1. Descriptive Statistics, Pearson Correlation and Internal Consistency

	Mean	**Std.Dev**	**Skewness**	**Kurtosis**	**IM**	**Mach**	**RA**	**BB**
IMT2	3.02	.68	-.364	-.211	(.88)			
MachT1	3.49	.81	-.602	.022	.25**	(.82)		
RAT1	3.90	.75	-.587	.234	-.01	.16**	(.85)	
BBT3	2.24	1.0	.637	-.377	.29**	.14*	-.22**	(.91)

*Note: N=420; IMT2=Impression Management Time2, MachT1=Machiavellianism Time1, RAT1=Role Ambiguity Time 1, BBT3=Bullying behavior Time3; * r value is significant at less than 0.05 level; ** r value is significant at 0.01 level*

Convergent and discriminant validity is also measured with average variance extracted (AVE) and maximum shared variance (MSV) AVE (average variance extracted). Values of AVE are ≥ .5 and values of MSV < AVE (Malhotra, Mukhopadhyay, Liu, & Dash, 2012). Maximum likelihood method was performed in CFA to analyze

the factor loadings and validities of the study variables. As per recommendation of Hair et al. (2010) composite reliability is also analyzed. Machiavellianism items factor loadings are .53 to .75, impression management (single-latent factor) item loading are from 0.65 to 0.79, role ambiguity item loadings range from .68 to .77 and bullying behavior item loadings are from .62 to .80. The discriminant and convergent validities, composite reliability and internal consistency reliability of the measures are shown in Table II.

Table 2. Factor Loadings, Composite Reliabilities, and Validities

Variable Names	Factor Loadings Range	CR	AVE	MSV	Alpha (α)
MachT1	.53-.75	.86	.51	.21	.82
IMT2	.65-.79	.86	.56	.20	.88
RAT1	.68-.77	.85	.50	.11	.85
BBT3	.62-.80	.91	.54	.18	.91

Note: *MachT1=Machiavellianism time1; IMT2=Impression Management time2; RA=Role Ambiguity time1, BBT3=Bullying behavior time3; N=420*

CFA of Complete Measurement Model

To investigate the interdependence of all the variables, (CFA) confirmatory factor analysis was performed. It states the relationship in between the measurement variable and its principal latent constructs along with its statistical significance. Model fit indices were achieved which includes the degree of freedom and chi-square value Cmin/df = 2.1 (benchmark should in between 1 and 3), absolute model fit indices includes RMSEA = .04 and SRMR = .05 against the acceptable values of less than .09, incremental fit indices CFI = .92 which is according to the acceptable value of greater than .90 and lastly the parsimony indices of model fit AGFI = .87 (threshold value > .80) (Gaskin and Lim, 2016). The results of complete measurement model are shown in Table III.

Table 3. Model Fit of Measurement Model

Measurement model CFA	cmin	df	Cmin/df	CFI	AGFI	RMSEA	SRMR
	631.6	292	2.1	.92	.87	.04	.05

Direct and Indirect Regression Analysis

To analyze the direct, indirect, moderated and moderated-mediation effects, latest process method was used in SPSS v20 proposed by Hayes (2013). For bullying, only gender was the significant control (β = -.43, p = .00). Only significant demographics should be controlled as per recommended by Becker (1998). Positive relationship of Mach and bullying is significantly approved (β=0.17, p=0.01). Machiavellianism also shows the positive effects on IM (β=.31, p=.00). self-impression management and bullying has a significant positive relation (β = .36, p=.00). Therefore, H1, H2 and H3 are supported.

For mediation analysis, bootstrap technique proposed by Preacher and Hayes (2008) has been used. Bootstrap confidence intervals avoid the problems of sampling distributions which are not normal (MacKinnon, Lockwood, & Williams, 2004). For investigating the mediation path Sobel (1986) test has been used. The indirect effect (bootstrap) of Mach on bullying through IM proves significant because zero is not included in low and upper level confidence interval (*effect size* = .10, LLCI = 0.05, ULCI = 0.16).

Two-tailed Sobel test based on the assumption of normality confirmed the indirect path of Machiavellianism on being perpetrator of bullying behavior via impression management (z value = 4.17, p=.000) as shown in Table IV. Therefore, H3 is also fully supported.

Table 4. Regression Analysis of Direct and Mediation Effects

	β	Std. Error	t	p value
MachT1 (Med) → IMT2 (IV)	.31	.05	5.66	.000
IMT2 (Med) → BullyingT3(DV)	.36	.05	6.14	.000
MachT1(IV) → BullyingT3(DV)	.17	.07	2.34	.010
Gender (controlled)	-.43	.13	-3.31	.000
Bootstrap (95% bias-corrected confidence interval) for indirect effect of Mach on BB through mediator (IM)				
	Effect size	Std. Error (boot)	95%LLCI	95%ULCI
	0.10	0.02	0.05	0.16
Soble test for reconfirmation of mediation path				
	Effect size	St. Error (boot)	z value	p value
	0.10	0.02	4.17	.000

Note: regression coefficients (unstandardized), N=420.
CI=Confidence interval; LL=lower level; UL=Upper level. Boot sample size=1000

Moderating Analysis

Mach and IM relation are moderated by RA, at high value of RA the relation is strengthen and weakens at low RA. R^2 change and slope test values are also reported. The interactive effects of Mach x RA are significant (β=0.27; p=.01; R^2 change = 0.022; p=.01) as depicted by Table V. The slope test proves significant at high value of RA (β=0.38, p=0.001) and at average role ambiguity (β=0.19, p<.05). At low value of RA, the slope is insignificant (β=.00, p>.05).

Table 5. Bootstrap Moderating Analysis (95% Confidence Interval)

	β	Boot SE	LLCI (95%)	ULCI (95%)
1st step:				
Mach (IV)	.19*	.09	.00	.38
RA(Mod)	-.02	.08	-.19	.13
2nd step:				
Mach x Role ambiguity	.27**	.11	.05	.49
ΔR² due to interaction term	.022**			

Note: Boot SE=boot standard error, ULCI=upper level confidence interval, LLCI=lower level confidence interval,

Table 6. Slope test

Role ambiguity (moderator)	effect	Std. error	LLCI (95%)	ULCI (95%)
- 0.75	.00	.13	-.27	.25
.00	.19*	.09	.00	.38
+ 0.75	.38***	.11	.15	.61

*Note: Boot SE=boot standard error, ULCI=upper level confidence interval, LLCI=lower level confidence interval, *** p<.001, **p<.02, *p<.05. p < .05.*

The interaction plots showed in Figure II tells the significant positive interactive impact of Mach and RA (ambiguous job roles) on positive self-impression management. The moderated effects are stronger when roles are not strictly defined in comparison with when roles are sternly defined. Hence, H5 is supported.
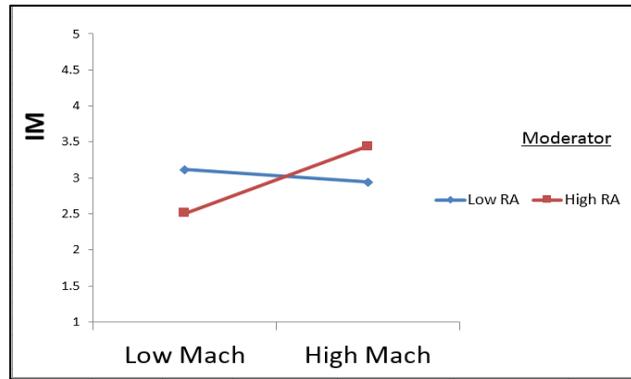
Figure 2. Interaction Plots of Machiavellianism (Mach) and RA on IM

Moderated-Mediation Analysis

Moderated indirect effects of Mach on bullying behavior (perpetrator's perspective) by impression management has been reduced at high (LLCI=.03; ULCI=.16; β=.06) and average (LLCI=.02; ULCI=.10; β=.03) values of ambiguity in job roles. The results are insignificant at low values of role ambiguity (β=-.00, LLCI (95% bootstrap) = -.05; ULCI (95% bootstrap) = .05) as showed by Table VII. Hence, H6 has full support.

Table 7. Moderated-Mediation Results

Moderated-mediation impact of Mach on BB through IM				
Moderator: (Role Ambiguity)	Indirect effect	Std. error	*LLCI (95%)*	*ULCI (95%)*
-1Std. dev (3.1)	-.001	.02	-.05	.05
Mean (3.9)	.03	.02	.02	.10
+1 Std. dev (4.6)	.06	.04	.03	.16

Note: Unstandardized regression coefficients are analyzed. N=420. BB=bullying behavior
CI=Confidence interval; LL=Lower limit; UL=Upper limit. Bootstrap sample size=1000

Discussion

Research approach adopted in this study is interactionist, which predicts the within-personality disparities for accomplishing certain behavioral consequences. This study's results, based on upper-middle and middle level employees of service sector, prove that positive behavioral intervention can be helpful in eliminating the antisocial behavior such as bullying. This study also fulfills the recommended gap by Salin et al. (2019) to investigate the behavioral expression as an underlying mechanism.

The underlying processes between the Machiavellianism and bullying behavior is validated through the conditional mediated impact of role ambiguous job demands and self-impression management on the premise of TAT. Current study contributes in the existing body of literature in a theoretical and practical sense because it reduces the prevalence of bullying through positive in-role behavioral strategy and trait-based job roles. The significant associations in between the variables are also confirmed in the Pakistani culture. This study shows that bullying is prevailing in telecommunication industry and Machiavellian personalities are positively related with antisocial behavior. Service-oriented organizations should focus on self-impression management to control the Mach's instincts to bully others. investigate the behavioral expression as an underlying mechanism.

The main theoretical and empirical gap covered by this study is the moderated indirect effect of trait activating job demands in the relationship of Mach and antisocial behavior (bullying) through IM in the presence of trait activating mechanisms (Tett & Burnett, 2003).

Theoretical Implications

Current study theoretically contributes through the operationalization of trait relevant work demands i.e. role ambiguity to trigger the certain attributes of Machiavellianism trait. Underlying behavioral mechanisms and personality-based job roles was not addressed by trait activation theory (TAT). This study fulfills that gap by incorporating the positive behavioral expression as mediating mechanism.

The results proved that underlying behavioral strategy of positive self-impression management reduces the dark impulses of Machiavellian personality to bully others. Previous studies examined the bullying phenomenon from victim's viewpoint (Van Geel, Goemans, Toprak, & Vedder, 2017) but in this study perpetrator's perspective of bullying has been investigated.

Behavioral and job roles investigation have different effects with respect to personality in collectivist context (Gaddis & Foster, 2015). The integration of personality trait, impression management strategy and job roles provide the empirical evidence that bullies can be effectively managed in the collectivist society where there is high level of interdependence and interests are safeguarded by others. Therefore, the findings validate the Machiavellian personality and trait activation theory in the collectivist culture.

Practical/Managerial Implications

In service industry, the managers have frequent interaction with their customers, peers and superiors, so the self-opportunistic and fearless personalities (such as Machiavellianism) must maintain the positive impressions. The managers who possess dark personality interact within their professions on regular basis, so there is a need to keep up the impressions of being achievement-oriented, skilled and professional. The empirical evidence of the present study is a guiding force for top management of telecom sector to manage the Machiavellian personalities by incorporating the trait relevant job demands. Trait related job demands activate the achievement-oriented and risk-taking attributes of Mach's, which provides them an opportunity to manage their positive self-impressions. By carrying the positive self-image Mach's control their intentions of bullying.

52% Pakistani employees had suffered from bullying within the six months duration. The prevalence of bullying behavior is causing serious concerns for top management of Pakistani telecommunication industry. Bullying behavior damages the psychological health of employees, so this study is helpful for managers to provide trait relevant job demands for regulating the dark Triad behavior. By making the dark personalities to behave appropriately through positive impression management, managers can control their impulses of bullying others.

Limitations and Future Research Directions

Psychological factors and the targets of bullying were not investigated in this study, which are study limitations. Non-probability technique based on convenience sampling was used, because of the non-availability of exact number of white-collar employees in telecom sector which is also considered a limitation. Another limitation is that the time interval in between the three point in time responses is less than three months.

The effects of Machiavellianism personality on peers and subordinate's productivity needs to be investigated. In future more mediating mechanisms needs to be analyzed for controlling the antisocial behaviors of Machiavellian personality. There is a need to investigate the other dark personalities for controlling their damaging behavioral outcomes within the organization. Machiavellian personality should be studied from leadership perspective to control their dysfunctional behavior in the presence of intervening mechanisms.

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