



The Relationship between Machiavellianism and Organizational Citizenship Behavior

“An applied study on Mansoura University Employees”

Research extracted from a Master thesis of Business Administration

By

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Abstract

This study examined the relationship between Machiavellianism and Organizational Citizenship Behavior. The research adopted the philosophy of positivism, the deductive approach, and the method of quantitative analysis as the research methodology. Based on established measurement scales, a questionnaire-based deductive approach was used to collect data from a quota sample of 379 employees from Mansoura University. The proposed model and hypotheses were analyzed using the structural equation modelling employing the PLS-SEM. The results indicated that Machiavellianism is negatively related to Organizational Citizenship Behavior and also showed that Machiavellianism is negatively related to Organizational Citizenship Behavior dimensions (Obedience, Loyalty, and Participation). Theoretical and practical implications as well as limitations and venues for future research are presented.

Keywords: Machiavellianism, Organizational Citizenship Behavior, Obedience, Loyalty, and Participation.

1. Introduction

The business environment nowadays is characterized by quick technological fluctuations and growing ambiguity. Therefore, in environment like this numerous ethical outrages have been exposed, manipulation, unethical behavior, and other forms of misbehaviour are more likely to happen among individuals in organizations, to achieve the most selfish goal of maximizing personal gains. The soul of Machiavellianism (Mach) is shaped by these acts, egocentric stimulus, and pragmatic ethics (Koo & Lee, 2021).

Approximately 500 years ago, the Italian author Niccolo Machiavelli developed Machiavellianism concept through providing guidance to Italian political leaders on how to gain and retain political power through manipulative and exploitive interpersonal strategies such lying, deception, and cheating. In this context, individuals high in Mach are characterized as immoral politicians, who is well proficient in deceitfulness, and politicking (Koo & Lee, 2021). To succeed in social situations, Machiavellianism emphasizes on manipulation. For Machiavellians, cheating is a mean to the end, their goal is achieving maximum gains with minimum sacrifices (Musarra et al., 2023).

Unfortunately, Individuals with dark personality traits are present in the business world, moreover they are very skilful in the recruitment processes through interviews because of their manipulation ability, in spite of their tendencies towards untruthful behavior (Tsirimokou et al., 2022). In other words, Machiavellians have a talent for influencing others to achieve their desired aims, including the use of cheating, manipulation, power, or repression (Gruda et al., 2023). On the other hand, in this complex and ambiguous business environment organizations need satisfied, dedicated, and devoted workforce to be successful. So recently organizational citizenship behavior (OCB) has received an excessive attention among researchers because of its practical importance and its implication for the organizations (Djaelani et al., 2020).

Organizational Citizenship Behavior is an individual's contribution to exceeding the demands of the job in the workplace. OCB involves numerous behaviors, including behaviors like supporting others, volunteering for extra tasks, and following the rules and procedures in the workplace. This behavior clarifies the added value of employees, which is one form of prosocial behavior, i.e. positive, productive, and meaningful social behavior to help (Widarko & Brotosuharto, 2022).

Purwanto (2022) perceived OCB as an optional behavior that is not part of an employee's formal work obligations, but supports the effective functioning of the organization. According to Qurtubi (2022) employees who have a high OCB towards their place of work and

other employees, present higher performance, are friendlier, and have kindly attitude, and doing their work without grumbling and debating.

Therefore, this study aims to investigate how employees' Machiavellianism affect their organizational citizenship behavior (OCB).

2. Theoretical Background

2.1 Machiavellianism

At the beginning of the 16th century, the Italian author Niccolo Machiavelli originated the concept of Machiavellianism. In his treatises, *The Prince* and *The Discourses*, Machiavelli portrayed people as untrustworthy, selfish, and malicious, and advocated that the use of exploiting and deceptive ways can maintain power (Fehr et al., 1992). So the core of his guidance for maintaining political control can be summarized in the slogan “the end justifies the means”.

In Machiavelli's opinion, a governor who has a clear agenda should be open to all effective tactics, even manipulative interpersonal strategies like flattery and falsehood (Jones & Paulhus, 2009). More precisely, he suggested that when political rulers found that being honest, loyal or cooperative seemed ineffective for maintaining power or being successful at ruling others, they should ignore their ethics and values and they can be deceivers, liars or cheaters (Zagenczyk et al., 2014; Zettler & Solga, 2013).

Four centuries later, Christie and Geis were the pioneer authors after Niccolo Machiavelli to focus on this topic and to draw attention to this trait, by retaking the original concept of Machiavellianism and describing it as personality variable for the first time. As Christie and Geis deduced from Machiavelli's writing people high in Machiavellianism tend to have three key features, the first feature was cynical view of human nature, expecting that everyone is untrustworthy and self-serving, the second feature was the willingness to utilize manipulative tactics in interpersonal relationships, and the third feature was disrespect of conventional morality, Machiavellian persons are quite willing to deviate from ethical rules when unethical behaviors provide a necessary benefit over others (Dahling et al., 2012).

At the outset, Machiavellianism was studied as a wholly independent concept; but, due to the commonality among Machiavellianism, Narcissism, and Psychopathy they have been collected together under an umbrella term commonly known as Dark Triad. “To varying degrees, all three entail a socially malevolent character with behavior tendencies toward self-promotion, emotional coldness, duplicity, and aggressiveness” (Paulhus & Williams, 2002). After more than a decade, edovic and Petrovic (2015) added sadism as a fourth dark personality, and together they are termed as Dark Tetrad.

In the last few decades, especially after reviving the Machiavellianism concept by Christie and Geis (1970), several articles have been written about it, but a universal definition of what is Machiavellianism still can't be found. Wilson et al. (1996) defined it as “A strategy of social conduct that involves manipulating others for personal gain, often against the other's self-interest”, and according to Kessler et al. (2010) Machiavellianism is the belief in the use of manipulation, as necessary, to achieve one's desired ends in the context of the work environment”. Musarra et al. (2023) described it as a dark-side characteristic underlying a strategy of self-interested gain”.

2.2 Machiavellianism Dimensions

Initially, (Christie & Geis, 1970) developed three dimensions for Machiavellianism: manipulative tactics in interpersonal relationships, cynical view of human nature, and disrespect of conventional morality, and created The Mach-IV scale to cover these three aspects. Despite its widespread use in psychology and organizational management, it was criticized for, inconsistent reliability evidence in cross-cultural studies, it was often used and scored as a unidimensional measure instead of three dimensional measure as was originally developed, and it was also criticized for its strong tendency of stimulating social desirability from respondents. (Dahling et al. (2009) developed the Machiavellian Personality Scale (MPS) to discourse these defects. So, this study adopts Dahling et al. (2009) dimensions.

Dahling et al. (2009) believe that Machiavellianism is stated by four separate dimensions: distrust of others, amoral manipulation, desire for control, and desire for status. These dimensions are described in the following sections (Tsirimokou et al., 2022).

1) Distrust of others:

“A cynical outlook on the motivations and intentions of others with a concern for the negative implications of those intentions on actions”. Machiavellians have a negative attitude toward others, believing that others undoubtedly seek to manipulate situations as they do, in addition, Machiavellians are aggressively suspicious of the actions of others and the potential for negative consequences that may occur because of those actions, not just distrustful about others drives and intentions. Therefore the original content area of “cynicism” as was revealed in the Mach-IV should be expanded to include an emphasis on distrust of others.

2) Amoral Manipulation:

“A willingness to disregard standards of morality and see value in behaviors that benefit the self at the expense of others”. Machiavellians are selectively ready to deviate from ethical standards when the chance for gain presents itself, but they are not constantly immoral and willfully manipulate and deceive others. Their tendency to act amorally is apparent in Machiavellianism studies on cheating, stealing, lying, and behavior in negotiating games. Generally, Machiavellians have the ability to switch from collaboration to manipulation as chances for gain appear. Amoral manipulation as a concept is emerged from the combination of two dimensions of Mach-IV “tactics and morality”.

3) Desire for control:

“A need to exert dominance over interpersonal situations to minimize the extent to which others have power”. Generally, Machiavellians see others as threat therefore they desire domination over interpersonal situations.

4) Desire for status:

“A desire to accumulate external indicators of success”. Machiavellians are motivated to achieve external goals like: wealth, power, and status, instead of internal goals like personal development or self-love. Especially because intrinsic goals are self-determined in contrast to Machiavellians nature who see events as externally controlled, and they measure success in terms of extrinsic goals rather than intrinsic ones.

2.3 Organizational Citizenship Behavior (OCB)

As far back as 1938, Barnard was one of the first scholars to recognize the importance of cooperative efforts for organizational functioning, indicating that the effective achievement of organizational goals depends on the willingness of individuals to donate supportive and cooperative efforts toward the organization. Furthermore, Barnard elaborated that employees must exert efforts to sustain the organization itself not only to perform the duties that contribute to the organizational goals (Jahangir et al., 2004).

After about 30 years, Katz and Kahn (1966) expanded this contention, they claimed, without showing “countless acts of cooperation” by the employees any organizational system would collapse. Moreover they noted that the incentives that motivate task proficiency, are different from those that motivate such spontaneous, and informal contributions (Jahangir et al., 2004).

Also, according to Katz and Kahn (1966) opinion, any organization requires three types of actions to be successful. The first one is encouraging employees to remain within the organization not only to enter. The second one is the ability of organizational employees to do the job duties or any specific task, as and when required. The last one is owning innovative staff who can do beyond their job description (Werner, 2000).

More recently, Smith et al. (1983) originated the notion of organizational citizenship behavior and use it for the first time and defined it as discretionary behavior that goes beyond one’s official role and is intended to help other people in the organization or to show conscientiousness and support toward the organization. Organ (2017)

defined OCB as “The informal modes of cooperation and contributions that participants render as a function of job satisfaction and perceived fairness”, and according to Youn Oh (2022) OCB is a “Voluntary and discretionary behavior conducted to promote organizational development and efficiency, separate from official tasks given by the organization to individuals”.

2.4 Organizational Citizenship Behavior Dimensions

Dyne et al. (1994) introduced three dimensions for OCB. Those are obedience, loyalty and participation. The following sections describe these dimensions (Syahrizal & Wahdania, 2018).

1) Obedience:

Respecting rules and regulations governing organizational structure, job descriptions, and personnel policies, discipline in attendance and task completion, rational management of organizational resources.

2) Loyalty:

The commitment toward the organization as a whole and its leaders by exceeding the self-interest of individuals, work groups, and departments. Loyal employees must protect the organization against threats, contribute to its good reputation, and collaborate with others to serve the interests of the whole.

3) Participation:

The interest in organizational affairs by following the ideal standards, keeping individuals involved in organizational governance. Participation can be proven by attending non-required meetings, sharing informed opinions and new ideas with others.

3. Research Gap

This study aims to close some gaps and contribute to several streams of research regarding literature and empirical studies on employees' Machiavellianism, employees' organizational citizenship behavior.

First, up to researcher's knowledge several previous studies focused mainly on the relationship between leaders' Machiavellianism and employees' (OCB) (Hartog & Belschak, 2012; Frazier & Jacezko, 2020; Wen et al., 2020; De Hoogh et al., 2021; Srivastava et al., 2022). Therefore, this study proposes a model in which employees' Machiavellianism influence employees'(OCB) instead of leaders' Machiavellianism.

Second, since Machiavellianism and OCB were initially developed, there are some studies investigated these two variables, the major part of these studies focused on Christie and Geis (1970) dimensions as Machiavellianism dimensions and Organ (1988) dimensions, Williams and Anderson (1991) dimensions as OCB dimensions, (Fang & Lim, 2002; Becker & O'Hair, 2007; LeBreton et al., 2018; Belschak et al., 2018; Eissa et al., 2019; Mirkovic & Bianchi, 2019; Koo & Lee, 2021; Xu et al., 2022; Kay & Arrow, 2022) but the limited part studied Dahling et al. (2009) dimensions for Machiavellianism and Dyne et al. (1994) for OCB.

So, the second contribution of this study is exploring the relationship between employees' Machiavellianism and employees' (OCB) but based on the limited used dimensions; starting with Machiavellianism this study will use The Machiavellianism Personality Scale MPS Dahling et al. 2009; Tsirimokou et al., 2022), and regarding to (OCB) this study will use (Dyne et al., 1994; Syahrizal & Wahdania, 2018) dimensions.

4. Research hypotheses and conceptual framework

4.1 Machiavellianism and organizational citizenship

Behavior (OCB).

LeBreton et al. (2018) studied the relationship between The Dark Triad including Machiavellianism and Workplace Behavior which includes organizational citizenship behavior and suggested that Dark Triad specially Machiavellianism, may have differential relationships with OCB depending on the target of the OCB. They found that Machiavellianism had a weaker negative relationship to OCB directed toward individuals (OCBI) and a stronger negative relationship to OCB directed more generally toward the organization (OCBO). Furthermore, the authors found a negative relationship between Machiavellianism and willingness to share knowledge as an indicator for OCB.

Belschak et al. (2018) concluded that Machiavellianism reduced organizational citizenship behavior and increased knowledge hiding and emotional manipulation, but only when ethical leadership was low. Webster and Smith (2019) studied the relationship between the dark triad (DT) personality traits (Machiavellianism, narcissism, and psychopathy) and OCB, their results showed the negative effect of dark traits particularly, Machiavellianism on OCB and suggested that using High Involvement Management Climate as a moderator can reduce this effect.

Eissa et al. (2019) pointed out that Machiavellianism is positively associated to employee's bottom-line mentality and employee's bottom-line mentality is negatively related to organizational citizenship behavior. So, the result of this study refers to the existence of a negative relationship between Machiavellianism and organizational citizenship behavior. Hapsari and Haryanti (2018) examine the mediation effect of organizational commitment in the relationship between Machiavellianism and organizational citizenship behavior, and they found that Machiavellians are less likely to be committed to organization, therefore this results in lack of OCB.

AL-Abrow et al. (2020) investigated the effect of the dark triad on OCB, and the results proved that dark triad negatively affected OCB, so they used the treated role of positive emotions to offset the negative effects of the dark triad on OCB. Koo and Lee (2021) also studied the relationship between Machiavellianism and organizational citizenship behavior and indicate that Mach is negatively related to (OCB) toward organization OCB-O, and Mach is negatively related to (OCB) toward individuals OCB-I. Additionally, the results reveal that group-focused transformation leadership can effectively manage employees high in Machiavellianism by mitigating the negative relations between Machiavellianism and affective commitment and between Machiavellianism and OCB-O.

De Hoogh et al. (2021) leader Machiavellianism is positively related to leader abusive supervision, which, in turn, is negatively associated to subordinate OCB and positively associated to subordinate emotional exhaustion. In other words, this study examined the relationship between leader Machiavellianism and subordinate OCB through the mediation role of leader abusive supervision.

Shah et al. (2022) highlighted the negative influence of Machiavellianism on OCB and the positive one on counterproductive work behavior (CWB), moreover the authors used transformational leadership to reduce this influence. Azare et al. (2023) Considered Whistleblowing as a moral behavior and since detecting the dark triad traits is one of Whistleblowing related tasks, the mentioned study examined the relationship between dark triad traits and Whistleblowing, and according to the research findings, people with the dark triad traits specially, such as Machiavellianism and psychopathy are less likely to exhibit moral behaviors or prevent potential damages.

Therefore, the study suggests the following hypothesis:

H₁: Machiavellianism has a significant negative effect on organizational citizenship behavior, this hypothesis is divided into the following sub-hypotheses:

H_{1a}: Machiavellianism has a significant negative effect on employees Obedience.

H_{1b}: Machiavellianism has a significant negative effect on employees Loyalty.

H_{1c}: Machiavellianism has a significant negative effect on employees Participation.

Conceptual Framework for the relationships between research Variables

Based on the Literature, and the research hypothesizes, *Figure 1* shows the Conceptual Framework for the Relationships between Research Variables.

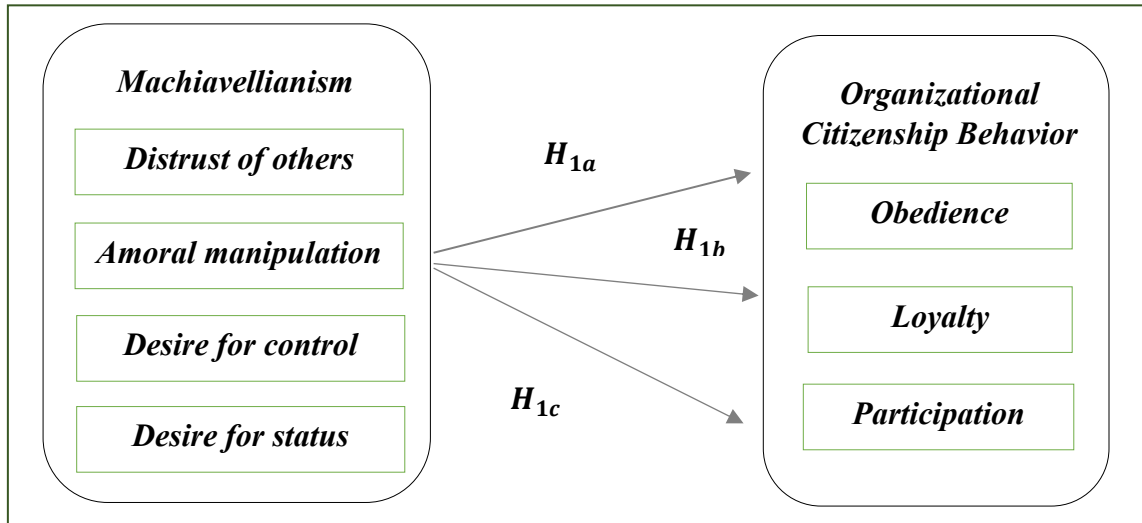


Figure 1 Conceptual Framework for the Relationships between Research Variables.

Source: By researcher depending on Literature and Research hypotheses.

5. Research Methodology

5.1 Sample and Procedures

The target population in this study consists of all employees of Mansoura University who add up to 24,965 employee according to Mansoura university administration (2023). Based on this population size, the study depends on drawing a sample consisting of 379 sampling unit. Sample size was determined based on the electronic tables prepared for this purpose (The research advisor 2006), which is the statistically required size with a confidence degree of 95%. Quota sampling technique is utilized to select respondents since there is no sampling frame.

In this study, quota sampling technique is utilized to select respondents. Quota sampling is a combination of convenience and stratified sampling in which the selection of cases within strata is entirely non-random (Saunders et al., 2016). Quota sampling ensures that a particular characteristic of the sample population is represented by sampling proportional numbers based on the same characteristics (Acharya et al., 2013).

The purpose is to select a representative sample. Therefore, quota samples were used to ensure that the percentages of participants from different sectors in the sample would be the same as percentages in the population. Quota sampling is recommended to improve quality and reduce bias in non-probability sampling through sample matching techniques (Barnett , 2002).

This study adopted the self-administered questionnaire to collect data. Since all questionnaire items were originally in English, they were translated and then back translated to produce the Arabic versions. The Arabic version of the questionnaire was reviewed and validated by the thesis committee and academics experts as well to confirm conceptual equivalence of the translation.

The researcher delivered the survey questionnaires in person to the employees. An in-person visit was conducted to increase the response rate through face-to-face interactions, and to ensure that participants knew how to fill-out the questionnaire. The researcher directed the questionnaire to 405 employees, only 388 of them accepted. Finally, the researcher collected 379 usable questionnaires with a response rate of 93.58 %. Table 1 show the sample characteristics.

5.2 Measures

All constructs were measured with a 5-point Likert type scale (5 = strongly agree, 4 = agree, 3 = neutral, 2 = disagree, 1 = strongly disagree).

5.2.1 Machiavellianism

Machiavellianism was measured by 14 item-scale developed by (Tsirimokou et al., 2022) which is adapted from the scale developed by (Dahling et al., 2009). 4 items to measure Distrust of others, 4 items to measure Moral manipulation, 3 items for Desire for control and finally 3 items for Desire for status.

5.2.2 Organizational Citizenship Behavior

Organizational Citizenship Behavior was measured by 12 item-scale developed by (Syahrizal & Wahdania, 2018) which is adapted from the scale developed by (Dyne et al., 1994). four items were assigned to each dimension whether Obedience, Loyalty, or Participation.

Table 1 the sample characteristics.

| <i>Demographic Characteristics</i> | <i>Frequency</i> | <i>Percentage</i> |
|--|------------------|-------------------|
| Gender | | |
| <i>Male</i> | 133 | 34.9 |
| <i>Female</i> | 246 | 65.1 |
| <i>Total</i> | 379 | 100 |
| Education Level | | |
| <i>High school or lower</i> | 55 | 14.6 |
| <i>University Degree</i> | 202 | 53.3 |
| <i>Post Graduate Studies</i> | 122 | 32.1 |
| <i>Total</i> | 379 | 100 |
| Years of Experience | | |
| <i>Less than 5 years</i> | 16 | 4.2 |
| <i>From 5 years to less than 10 years</i> | 61 | 20.4 |
| <i>From 10 years to less than 15 years</i> | 139 | 57.0 |
| <i>From 15 years to less than 20 years</i> | 71 | 75.6 |
| <i>20 years or more</i> | 92 | 24.4 |
| <i>Total</i> | 379 | 100 |
| Organizational Level | | |
| <i>High Level</i> | 57 | 15.1 |
| <i>Medium level</i> | 195 | 51.5 |
| <i>Low Level</i> | 127 | 33.4 |
| <i>Total</i> | 379 | 100 |

Source: Prepared by the researcher according to statistical analysis

5.3 Data Analysis and Results

The Partial Least Squares Structural Equation Modeling (PLS-SEM) approach was applied to evaluate the proposed model and test the proposed hypotheses. PLS analysis is divided into two major models: the measurement model and structural model. The measurement model estimates the association between the observed variables and their latent variables, while the structural model examines the relationships between the latent variables (Ullman, 2012).

5.3.1 Measurement Model

The assessment of reflective measurement models of which the current study model is) in terms of reliability includes composite reliability to evaluate internal consistency reliability. In terms of validity, convergent validity is assessed using average variance extracted (AVE) and Fornell-Larcker criterion is used to assess discriminant validity. As Table 2 shows, the items' Indicator loadings are adequate according to the suggested threshold value (Hair et al., 2021).

Table 2 Loadings, Composite reliability and Average Variance Extracted

| <i>Construct</i> | <i>Code of indicator</i> | <i>Loadings</i> | <i>α</i> | <i>CR</i> | <i>AVE</i> |
|---------------------------|--------------------------|-----------------|----------|-----------|------------|
| <i>Distrust of others</i> | <i>DO_1</i> | 0.721 | 0.687 | 0.815 | 0.525 |
| | <i>DO_2</i> | 0.787 | | | |
| | <i>DO_3</i> | 0.772 | | | |
| | <i>DO_4</i> | 0.715 | | | |
| <i>Moral manipulation</i> | <i>MM_1</i> | 0.821 | 0.701 | 0.820 | 0.537 |
| | <i>MM_2</i> | 0.822 | | | |
| | <i>MM_3</i> | 0.658 | | | |
| | <i>MM_4</i> | 0.675 | | | |
| <i>Desire for control</i> | <i>DC_1</i> | 0.782 | 0.664 | 0.816 | 0.597 |
| | <i>DC_2</i> | 0.776 | | | |
| | <i>DC_3</i> | 0.760 | | | |
| <i>Desire for status</i> | <i>DS_1</i> | 0.726 | 0.689 | 0.828 | 0.618 |
| | <i>DS_2</i> | 0.795 | | | |
| | <i>DS_3</i> | 0.833 | | | |
| <i>Obedience</i> | <i>O_1</i> | 0.740 | 0.812 | 0.877 | 0.642 |
| | <i>O_2</i> | 0.871 | | | |
| | <i>O_3</i> | 0.841 | | | |
| | <i>O_4</i> | 0.743 | | | |
| <i>Loyalty</i> | <i>L_1</i> | 0.859 | 0.917 | 0.942 | 0.802 |
| | <i>L_2</i> | 0.906 | | | |
| | <i>L_3</i> | 0.914 | | | |
| | <i>L_4</i> | 0.901 | | | |
| <i>Participation</i> | <i>P_1</i> | 0.817 | 0.849 | 0.898 | 0.688 |
| | <i>P_2</i> | 0.872 | | | |
| | <i>P_3</i> | 0.812 | | | |
| | <i>P_4</i> | 0.816 | | | |

Source: Prepared by the researcher according to statistical analysis.

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Coefficients of composite reliability values range from 0.815 to 0.942 which exceed the recommended threshold value of 0.7. All constructs have AVE values are greater than 0.5, however. So, it can be said that convergent validity has been established. Discriminant validity has been evaluated based on the rules of Fornell and Larcker (1981) Criterion shown in table 3 (the AVE's square root) were higher than those Off-diagonal values, indicating satisfactory discriminant validity.

Table 3 Fornell-Larcker Criterion Analysis for Checking Discriminant Validity

| | DO | MM | DC | DS | O | L | P |
|-----------|--------|--------|--------|--------|-------|-------|-------|
| <i>DO</i> | 0.719 | | | | | | |
| <i>MM</i> | 0.661 | 0.724 | | | | | |
| <i>DC</i> | 0.610 | 0.589 | 0.766 | | | | |
| <i>DS</i> | 0.597 | 0.574 | 0.600 | 0.779 | | | |
| <i>O</i> | -0.620 | -0.573 | -0.480 | -0.458 | 0.791 | | |
| <i>L</i> | -0.543 | -0.562 | -0.489 | -0.474 | 0.650 | 0.886 | |
| <i>P</i> | -0.582 | -0.647 | -0.492 | -0.547 | 0.547 | 0.747 | 0.817 |

Source: Prepared by the researcher according to statistical analysis

5.3.2 Hypothesis Testing

As table 4 shows, Machiavellianism has a significant negative impact on Organizational Citizenship Behavior and its dimensions so the research hypothesis is supported.

Table 4 Direct Relationships between Machiavellianism and OCB

| | <i>Hypothesis & Relations</i> | <i>(β)</i> | <i>T-value</i> | <i>P-value</i> |
|-----------------------|-----------------------------------|------------|----------------|----------------|
| H₁ | Machiavellianism -> OCB | -0.323 | 4.766 | P < 0.05 |
| H_{1a} | Machiavellianism -> Obedience | -0.652 | 6.166 | P < 0.05 |
| H_{1b} | Machiavellianism -> Loyalty | -0.625 | 5.863 | P < 0.05 |
| H_{1c} | Machiavellianism -> Participation | -0.685 | 7.721 | P < 0.05 |

Source: Prepared by the researcher according to statistical analysis

6. Discussion

This section reflects the research objective through discussing the impact of employee's Machiavellianism on employee's Organizational Citizenship Behavior, It also answers the research questions: "Is there a negative effect of Machiavellianism on Organizational Citizenship Behavior and its dimensions?"

Aligned with the hypothesized relationship, research findings reveal that Machiavellianism is negatively related to Organizational Citizenship Behavior, and also the three sub-hypotheses are supported which indicated that Machiavellianism is negatively related to Obedience, Loyalty, and Participation. This result is consistent with the previous studies which indicate that Machiavellianism is negatively associated with Organizational Citizenship Behavior (AL-Abrow et al., 2020; Mclarty et al., 2022; Koo & Lee, 2021; LeBreton et al., 2018).

High Machiavellianism is generally related to low levels of work attitude. Organizational commitment, job satisfaction, organizational identification are negatively affected by Machiavellianism (Alkandahri et al., 2021; Szabo et al., 2023) Machiavellians struggle for power, they strive to achieve high score in self-achievement and in observer-ratings.

Moreover, previous studies found that Machiavellianism is positively related to counterproductive work behaviors and causes a range of undesirable work outcomes (Stoica, 2021; Wille et al., 2022; Elsayyet al., 2022; Barry, 2020; Younus et al., 2020). Additionally, Machiavellianism associated positively with burnout and its components (emotional exhaustion, depersonalization, and diminished personal accomplishment), and negatively with general job satisfaction, life satisfaction, ethical behaviors, organizational commitment, job satisfaction, whistleblowing actions which are beneficial for the organization to achieve its goals, workplace spirituality, Organizational Trust (Mirkovic et al., 2019; Grover & Furnham, 2020).

6.2 Theoretical Implications

The results this study contribute to the literature. This study reveals a significant negative relationship between Machiavellianism and Organizational Citizenship Behavior. Most of the prior studies on OCB have overlooked the association between this behavior and negative personality traits and focused only on positive ones, whereas the negligence of these negative emotions can jeopardize the organizational life and result in complex situations (AL-Abrow et al., 2020). So this study focuses on these dark traits especially Machiavellianism as a study contribution to current literature.

6.3 Practical Implications

Based on the literature review, these relationships were not analyzed in the same depth before, in addition to that the application field still needs more investigation. The results of the current study provide some practical contributions as follows: Providing a deeper understanding of Machiavellianism and Organizational Citizenship Behavior. The research proved that Machiavellianism affect employees loyalty, obedience and participation.

Therefore, employees must be oriented to avoid this effect, through creating a favorable working environment, which plays a key role in motivating employees to engage in OCB while reducing deviant behaviors, The University can, to some degree, assess job candidates' individual differences to predict their tendencies to engage in citizenship behaviors or Machiavellianism behaviors as well, also The University should become motivated to determine whether their reward system and culture actively promote OCB. Reward systems may be particularly appealing to the externally-oriented Machiavellians and would serve to encourage their orientation toward prosocial behavior.

6.4 Limitations and further research recommendations

In spite of the implications of this study, there are several limitations that should be highlighted, which point toward propositions for future investigations.

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First, as previously mentioned, the research design of the present study is cross-sectional, which makes it difficult to ensure causality. Future scholars should conduct longitudinal studies with meaningful time lags in order to measure how employee Machiavellianism impact their Organizational Citizenship Behavior.

Second, despite the study findings reinforced the argument that Machiavellianism negatively affect the Organizational Citizenship Behavior, the researcher recommends that future studies can investigate the impact of Machiavellianism on other organizational behaviors, or to investigate the impact of Narcissism or Psychopathy as a dark trait on Organizational Citizenship Behavior.

Third, the present study was conducted using a sample from a public Egyptian university (Mansoura University), so the findings derived from this work are largely applicable to local public higher education institutions (HEIs), however, the results of this study may differ in magnitude in private HEIs located in Egypt, so, perhaps future researchers might be interested in undertaking comparative research to address probable differences in the impact of Machiavellianism on Organizational Citizenship Behavior in public (HEIs) and in private HEIs in Egypt.

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العلاقة بين الميكافيلية وسلوك المواطنة التنظيمي

”دراسة تطبيقية على موظفي جامعة المنصورة“

أ. تغريد حمدي أبو المعاطي؛ د. عبد العزيز علي حسن؛ د. تامر إبراهيم عشري

الملخص

يهدف هذا البحث إلى التعرف على تأثير الميكافيلية على سلوك المواطنة التنظيمية في مجال التطبيق وهو موظفو جامعة المنصورة. تبنى البحث فلسفة المنهج الإستنتاجي، وطريقة التحليل الكمي كمنهجية للبحث. وكانت الأداة المستخدمة في جمع البيانات هي الاستبيان. ونتيجة لذلك، تم جمع ٣٧٩ استبياناً صالحاً للاستعمال يدوياً من موظفي جامعة المنصورة باستخدام العينة الحصصية. بالإضافة إلى ذلك، وباستخدام برنامج smart PLS 4، تم استخدام تحليل المسار لاستكشاف العلاقة السببية بين متغيرات البحث. وأظهرت النتائج وجود تأثير معنوي سلبي للميكافيلية على سلوك المواطنة التنظيمي، وكذلك وجود ارتباطاً سلبياً بأبعاد سلوك المواطنة التنظيمي (الإمتثال، الولاء، المشاركة). بالإضافة إلى ذلك، فإن هذا البحث له أيضاً آثار عملية وإرشادات للجامعة، وأثار نظرية للباحثين المهتمين بمتغيرات البحث.

الكلمات المفتاحية: الميكافيلية، سلوك المواطنة التنظيمي، الإمتثال، الولاء، المشاركة.