

THE REACTION OF CHARISMATIC AND TRANSFORMATIONAL LEADERSHIP TOWARDS MACHIAVELLIANISM IN ORGANIZATIONS

Loresnia¹, Andi Ina Yustina^{2*}, Mila Austria Rayes³

^{1,2,3}Universitas Presiden, Cikarang

Email: [*a.inayustina@president.ac.id](mailto:a.inayustina@president.ac.id)

ABSTRACT

Machiavellianism is one of the dark triads behavior portrayed as a negative characteristic that could engage with unethical behavior and reduce the social relationship between staff and upper staff. Another study has found that leadership style could minimize high Machiavellianism in a company, and each leadership style's reactions have been warranted to be studied. Transformational and charismatic leadership are excellent leadership that could reduce high Machiavellianism. The data was gathered by spreading questionnaires to the company's employees; 189 respondents' data have been analyzed using SEM-PLS. This study shows that charismatic and transformational leadership have a negative and significant relation to Machiavellianism. This study suggests testing some mediators in order to stronger the relationship between those variables.

Keywords: charismatic leadership, transformational leadership, machiavellianism

ARTICLE INFORMATIONS

Article history: submitted: October 6, 2020; revised: December 9, 2020; accepted: December 11, 2020

JEL Classification: L16, L22

How to cited: Loresnia, L. et al. (2020). The Reaction of Charismatic and Transformational Leadership Towards Machiavellianism in Organizations. *JIMFE (Jurnal Ilmiah Manajemen Fakultas Ekonomi)*, 6(2), 187-198. <https://doi.org/10.34203/jimfe.v6i2.2496>

Copyright©2020. JIMFE (Jurnal Ilmiah Manajemen Fakultas Ekonomi) Universitas Pakuan

INTRODUCTION

The psychologist said that the behavior of “put everything to reach those goals” is Machiavellianism. In general, word to describe Machiavellianism is manipulators who are willing to do anything or put much effort in all means to get and achieve their own goals (e.g., Dahling *et al.* 2009; Jones and Paulhus, 2009). Machiavellianism is one of the “dark triads”; the dark triad consists of Machiavellianism, Narcissism, and Psychopath, where the three of them portray the lousy character and tend to with self-promotion, emotional coldness, duality, and aggressiveness (Paulhus and Williams, 2002). The existence of Machiavellianism (e.g., manipulator and cheater) in the company will create a problem and reduce the social relationship between staff or upper staff (Gunnthorsdottir *et al.* 2002). However, Machiavellianism is not

always related to negative attitudes or behavior, but it also can be related to the positive one because of their character of “goes for anything” as long as they give them the goals that they wanted (Belschak *et al.* 2015).

The recommendation of some research has been identifying to avoid high Machiavellianism (e.g., Dahling *et al.* 2009; Kiazad *et al.* 2010). However, the effort to avoided that in the organization or company is problematic because the person who does the Machiavellianism is capable of doing manipulation and defrauding their social environment (Davies and Stone, 2003; McIlwain, 2003) and hard to identify (Belschak *et al.* 2018). The high Machiavellianism employees were the group of employees described as opposing creatures, and they will push the company to the edge of the cliff (e.g., Dahling *et al.* 2009). Therefore,

Belschak *et al.* (2015) decided to study how to manage Machiavellianism and reduce high Machiavellianism.

According to Wang *et al.* (2011), transformational leadership is one of the most popular topics among various leadership styles. Transformational leadership is the type of leader who is well-spoken on delivering their company's vision of the future (Bass, 1985). Transformational leadership may also build team performance and team functional (Burke *et al.*, 2006; Schaubroeck *et al.*, 2007; Wang *et al.*, 2011). According to Reeves-Ellington (1998), one successful leader who used transformational leadership in his leading is Steve Jobs. Steve Jobs has been famous as an innovator and leader who pushes followers beyond their self-expectation. For charismatic leadership, Antonakis *et al.* (2012) stated that the gift that rare to be found in peoples with capabilities to communicate and persuasive skill often says they have a magnetic charm. It is suspected that leaders will lead their followers to be influential leaders. From that main characteristic, charismatic leaders may be seen as capable of sharpening the interpersonal; it is capable of getting along with others and influencing and getting followers to accept their responsibilities happily. Conger (1999) stated that charismatic and transformational leadership behavior would give the outcome to followers in the team, such as low conflict, high attachment toward member among the team, high compatibility, and high groupthink in the team.

Belschak *et al.* (2018) have been examined the relationship between ethical leadership, Machiavellianism, positive social behavior (affiliate organizational citizenship behavior), and negative social behavior (knowledge hiding and emotional manipulation). From the result of a prior study, it has been found that ethical leadership has a significant effect on Machiavellianism. Machiavellianism has been reducing organizational citizenship behavior (OCB) and increasing the knowledge hiding and emotional

manipulation, but it was only occurred while ethical leadership was low. Therefore, Belschak *et al.* (2018) have been recommended to study more about each leadership style to help some companies manage Machiavellianism.

This study will extend the prior research by Belschak *et al.* (2018) by investigate the Machiavellianism by using transformational leadership and charismatic leadership. Belschak *et al.* (2018) have confronted that leadership's effect might provide the influence of high Machiavellianism employees in positive ways. However, the research is barely available nowadays, and each effect of different leadership styles on machiavellian employees has not been discussed much attention to date (Belschak *et al.*, 2018).

LITERATURE REVIEW

Machiavellianism in Organization

In the psychology field, the definition of Machiavellianism is the negative (dark) triad in the organization. That can be referred to as the strategy for some people to manipulate others then gain the benefits of that, and usually, the other's interest is not in line with the manipulator (Jones and Paulhus, 2009). Machiavellianism can be categorizing as a quantitative trait, which means have a different variety. Regarding quantitative trait may define that some individuals will represent the manipulation behavior and the other may or may not show their attention to do manipulation; it depends on the individual itself (Belschak *et al.* 2018).

High Mach employees' characteristics can be characterized in two, which are a substantial focus on a particular objective and willingness to do anything or put much effort in all means to get and achieve their own goals (Belschak *et al.* 2018). However, some research in Mach by Dahling *et al.* (2009) believe that the indication of Mach influence by four factors, which have a feeling to doubt the other's trust, willingness to linked with manipulation, have an idea that status is the crucial aspect for

them, and have the ambition to maintain the personal control over people. In summary, the substantial focus on the objective will create a strong self-focus and egoism; it leads to a lack of attachment and commitment toward the organization. An action of "put everything toward the goal, whatever it takes" will be linked with unethical behavior (e.g., manipulation and lying).

The behavior of high Mach can influence employee performance and create a gloomy atmosphere in the organization, a black hole in internal. High Mach attend to do the unethical toward others rather than low Mach, cause the decreasing of trust, which means job satisfaction will decrease and then follow by the high turnover of employees. The behaviors of Mach have a similar scheme with psychopaths; cause they are engaging in manipulation, and flat charm combined with the emotionless of person will prevent the negative feeling about the unethical action that the person does toward others, in other words, that the person has no guilt feeling about the action that eventually will harm people (Wastell and Booth, 2003).

Transformational Leadership

The subordinates' desire would be aroused by transformational leadership, by that the subordinates would be motivated and focus for the achievements and self-development, while it also worked with the increment working in a team (Bass, 1990a). This article also said that the subordinates also not concern with the self-interest; the leaders made them too aware of the critical issues in the team, while it is increasing the confidence of subsidiaries and then moving them to the stage were concerns with the existence to concerning in the achievement, growth, and development.

The main conceptual that already stated by some authors (Antonakis et al. 2003; Wright et al. 2012; Wright and Pandey, 2010) are the ambition that the transformational leaders attend to make subordinates to have a

clear understanding of the vision of the organization and followed by subordinates who exceed their self-interest.

Jensen *et al.* (2016) argue that there is three behavior that relevant with transformational leaders, which leaders try to establish the goal of the organization, what kind of organization would become (vision), share the understanding about the vision between each subordinate and develop the vision into the long-term run. In other words, the set of behaviors may create a desire to aim to develop, share, and sustain the organization's vision. Furthermore, Bass and Riggio (2006) explain that a transformational leader should include four components: idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration. Other than that, Avolio and Yammarino, (2002) state that transformational leader drives their followers to actuate beyond self-interest and work for the collective good, and possibly to result in performance beyond expectation (Wang et al., 2011).

Charismatic Leadership

McClelland et al. (1972); McClelland (1975) held were defined as charismatic leadership, personalized, and socialized. The personalized have been defined as self-oriented, non-egalitarian, and exploitive (McClelland et al. 1972). Otherwise, socialized has been defined as collective-oriented, egalitarian, and non-exploitive (McClelland, 1975). In theory, charismatic leadership is where the leaders avoided the self-interest (e.g., needs, values, preferences, desires, and aspirations) to corporate interest, and it causes the highly committed subordinates to stick in the mission and willing to make significant personal sacrifices and perform beyond their mission or job description.

House (1977) said that the effect of studies in charismatic leadership by some researcher resulting the consistent increment of satisfaction and performance and it leads to

some behavior such as referring to distal rather than proximate goals; Frequently, giving the words which contain value and moral justifications; be a role model of the value in the vision of the company; addressing high-performance expectations of subordinates; communicating a high degree of confidence in subordinate's ability to meet such expectations, and performing the behaviors that could arouse the unawareness of subordinates' achievement and power when these motives are specifically relevant to attaining the company's visions.

Some researchers mentioned that charismatic leadership behavior and attributes are engaged in the effectiveness of followers' performance and positive follower attitudes (Levay 2010). The characteristic of charismatic leader is the risk taking, goal oriented, high expectations, and their emphasis on risk-taking goal-oriented (Shamir et al. 1993). Charismatic leaders have awareness regarding with the subordinates' needs and emotions. Leaders create an emotional bond (Bass and Avolio, 1990; Conger and Kanungo, 1998). Some researchers stated that they recognize the important intention of subordinates (Pillai et al., 2003). Transformational leaders attend to make subordinates have a clear understanding of the organization's vision and followed by subordinates who exceed their self-interest.

Hypothesis Development

Charismatic leadership has a powerful effect on the organization, leading the subordinates to commit to their mission (Bennis and Nanus, 2003). One of the behaviors of charismatic leadership has a clear idea about the vision of the company that may bring a better understanding in a future state in term of human rights, peace, freedom, order, equality, and attainment of status and privileges that are claimed to be the moral right of subordinates (House, 1977). An additional article that has been written by Weber (2012) said that charismatic leaders give an offer for a standard solution to major social problems. Therefore,

the researcher suggests the following hypotheses:

H1: Charismatic leadership has a negative impact on Machiavellianism in an organization.

Transformational leadership attends to create a fixed, clear, understandable vision that could lead the organization to achieve the organization's goals. Jensen et al. (2016) discussed the behavior to cross-checks the vision of the organization. It became transformational leaders' behavior because leaders expect to see the clear vision as the virtual drive to the unselfish subordinates. It is necessary to have a clear vision, and leaders expect the subordinates to aim the goals for the collective interest rather than self-interest. Therefore, the researcher suggests the following hypotheses:

H2: Transformational leadership has a negative impact on Machiavellianism in an organization.

RESEARCH METHODOLOGY

Sampling and Procedure

The collections of data have been collected using a web-survey in Jakarta. Before spreading the questionnaire, the statements are adjusted for the latent variables (e.g., charismatic leadership, transformational leadership, and Machiavellianism) and translated into the Indonesian language. The native language for Indonesian is already being mixed, and some of the questions being reversed. The questioner must be spread to some students who have already followed the internship program. They have to fill the survey to test the understanding of the statement in Bahasa Indonesia at the general situation or perception, the test named pilot test. By doing the pilot test, the author got feedback from them, their point of view, and from that, the author has to adjust or revise the statement until the public's perception is same each other and easy to understand.

Variable and Measurement

Charismatic leadership was adopted from Cheung et al. (2001). This study used a seven-

point response scale (from 1 = strongly disagreed to 7 = strongly agreed) to measure their supervisor's charismatic leadership style. The samples of items are 'My supervisor makes the team members enthusiastic about the project' and 'My supervisor makes me feel good working with him/her.'

Transformational leadership was measured with items from Avolio *et al.* (1999). This study used a seven-point response scale (from 1 = strongly disagreed to 7 = strongly agreed) to rate their supervisor's transformational leadership style. The samples of items are 'My supervisor arouses followers' awareness about what is important' and 'My supervisor has followers' respect.'

Machiavellianism was developed by Dahling *et al.* (2009). This study used a seven-point response scale (from 1 = strongly disagreed to 7 = strongly agreed) to rate their behavior towards Machiavellianism. The samples of items are 'I believe that lying is necessary to maintain a competitive advantage over others' and 'The only good reason to talk to others is to get information that I can use to my benefit.'

Statistical Analysis

The data that the author already got would be running into Structural Equation Modeling (SEM) with Partial Least Squares (PLS). The software that is used in this study was Warp PLS software (Version 3.0). According to Hair *et al.* (2013), using statistical tools of SEM-PLS give a significant result, and SEM could running the data even the sample size of data is small; because of that, the author has chosen this tools to run the data.

RESULT

Respondents' Profile

The questioner was conducting through web-based, and all the procedure of distributed was followed by Dillman (2000). The questionnaires were spread to employee from several industries in Indonesia. The questioner

consisted of indicators (statements) and five questions regarding the respondent's demographic details (gender, age, position, work experience, and industry). The total respondent received the questionnaire was 325 respondents. However, due to some reason, some of the responses decrease to 189; therefore, the response rate 64,6%. The result shows that the gender of female and male almost the same, male is 49% and female is 51%. Mostly, the respondent who filed this survey in a range age of 20 – 25 (49,2%), have work experience about three months – 1 year (35,4%) and > 7 years (39,2%), in the position of staff (63,5%) and the field industry of service (38,1%). The demographic details already place below (Table 1).

Table 1. Demographic Data

	<i>% of respondents</i>
Gender	
Male	49,2%
Female	50,8%
Age	
20 – 25	49,2%
26 – 31	11,6%
32 – 37	1,6%
38 – 43	11,1%
> 44	26,5%
Work experience	
3 months - 1 year	35,4%
2 - 4 years	18%
5 - 7 years	7,4%
> 7 years	39,2%
Position	
Staff	63,5%
Supervisor	10,6%
Asisten Manager	4,2%
Manager	16,4%
Senior Manager	4,8%
Asisten Direktur	0,5%
Industry	
Manufacture	15,9%
Retail	11,1%
Service	38,1%
E-Commerce	5,8%
Banking	23,8%
Others	5,3%

Validity and Reliability Test

The test of validity, this study used convergent validity and discriminant validity. The test of convergent validity is the test that included some of the indicator, which is reliability, a factor of loading, Average Variance Extracted (EVA). The minimum range of loadings is 0.5, and the higher that, the better it is; however, the loadings are 0,7 or higher (Hair *et al.* 2013).

In analyzing the tools, the result was not as good as the author expected. Some of the

indicators have a lower factor of loading, resulting in a p-value higher. Therefore, some of the indicator variables will be deleted. Otherwise, if the indicator's deletion did not give the impact (increment) on AVE and composite reliability, it is better to keep the indicator in. Thus, the author decided that two indicators from charismatic leadership (CL) have a lower factor: 'My supervisor readily trust his/her judgment to overcome any obstacle' and 'My supervisor Makes the team members enthusiastic about the project.' The latent variable of transformational leadership (TL) has three indicators: delete which 'My supervisor displays power, confidence, and ethics' 'My supervisor centers on value, beliefs and a sense of mission' and 'My supervisor talks positively about the future.' The last is Machiavellianism personality (MP) that has nine indicators to be deleted, the two of them are 'The only good reason to talk to others is to get information that I can use to my benefit' and 'If I show any weakness at work, other people will take advantage of it.'

After all the deletion of some indicators in this study, the data was running again with sixteen (16) indicators. They are shown in Table 1 that from 16 indicators selected with the author, the highest factor of loading which is more significant than 0,8 have found five (5) in this survey, while in the factor loadings of greater than 0,7 have been found ten (10) and rest of it has a factor of loading of 0,5. Since this Average Variance Extracted range has higher than 0.550 up to 0,647, this is already exceeded value that should be fulfilled. To test the reliability of measurements, this study sees the composite reliability (CR) and Cronbach's alpha. Table 2 have shown that each variable has composite reliability and Cronbach's alpha greater than 0,7, which for Charismatic leadership have 0,851 (composite reliability) and 0,767 (Cronbach alpha), for Transformational leadership has 0,902 (composite reliability) and 0,864 (Cronbach alpha) and the last is Machiavellianism which has 0.894 (composite reliability) and 0,860

(Cronbach alpha). In sum, all the measurements are valid and reliable.

Table 2. Reliability and Convergent Validity

Latent Variable	Mean	S.D.	Loading
Charismatic leadership - CL (composite reliability = 0.851; cronbach alpha = 0.767; AVE = 0.589)			
The project team leader is a model for me to follow	5,180	1,540	(0.750)
The project team leader makes me feel good to be working with him	5,386	1,718	(0.803)
The project team leader makes me feel proud to be associated with him	5,556	1,784	(0.747)
The project team leader has complete faith in him.	5,683	1,435	(0.769)
Transformational leadership - TL (composite reliability = 0.902; cronbach alpha = 0.864; AVE = 0.647)			
The leader awakens the subordinates' awareness of what is truly important.	5,593	1,312	(0.784)
The leader has respect for subordinates.	5,704	1,386	(0.798)
The leader makes subordinates feel proud of the group	5,513	1,500	(0.840)
The leader emphasizes the collective mission	5,619	1,373	(0.806)
The leader speaks enthusiastically about what needs to be done	5,974	1,122	(0.794)
Machiavellianism personality - MP (composite reliability = 0.894; cronbach alpha = 0.860; AVE = 0.550)			
I believe that lying is necessary to maintain a competitive advantage over others.	2,370	1,670	(0.738)
The only good reason to talk to other people is to get information that I can use to my advantage.	3,270	1,881	(0.552)
I am willing to sabotage the efforts of others if they threaten my own goals.	2,053	1,597	(0.749)
I would cheat if there is a low chance of getting caught.	1,894	1,523	(0.742)
I like to give orders in interpersonal situations.	2,175	1,457	(0.828)
Team members backstab each other at any time to advance.	2,354	1,633	(0.829)
Other people always plan ways to take advantage of the situation at my expense.	3,265	1,785	(0.720)

The other test of construct validity is discriminant validity; it was evaluated by comparing AVE's square root with the

correlation between the constructs. According to Fornell and Larcker (1981), the appropriate discriminant validity in the research has to have

the greater of AVE's square root rather than the correlation between variable which in the same column. In Table 3, the square root of AVE (diagonal line) has greater than other correlation latent in each column, which can be seen that in the variable latent of Charismatic

Leadership has a square root if 0,767 have greater value in the column that have 0,732 and -0,564. With the sample that already explained before, it is the evidence of the appropriate discriminant validity that has to fulfill in order to have adequate research.

Table 3. Discriminant Validity

	CL	TL	MP
Charismatic leadership	(0,767)		
Transformational leadership	0,732**	(0,805)	
Machiavellianism personality	-0,564**	-0,257**	(0,742)

Diagonal element: square root of AVE; outside-diagonal: correlation latent.

**Significant at $p < 0.01$

Descriptive Analysis

The other things that can be seen in Table 4 were the correlation between the construct. In this research, the negative correlation between the two relationships, which charismatic leadership and transformational leadership have in Machiavellianism personality. The negative correlation between charismatic leadership and Machiavellianism personality has the r of -0.564, and p-value < 0.01, and between transformational leadership and Machiavellianism personality have the r of -0.257 and p-value of < 0.01. The meaning of negative correlation is that while the transformational leadership and charismatic leadership were aroused, it will make Machiavellianism decrease, and if the two of

style leadership is at the minimum, the Machiavellianism will be increased. P-value was explaining the significant level of this correlation. In this research, all the p-value < 0.001 represent that all the relationships in this model were significant and robust.

Table 4 already presents the means and standard deviation of each variable, which can be seen that charismatic leadership has 5.451 means and 0.161 of standard deviation, transformational leadership has 5.68 means and 0.139, and Machiavellianism personality which has 2.483 means and 0.146 of standard deviation. The value of standard deviation is better if they have a small value; therefore, the smallest value they have is the batter. Cause the distribution of numbers is in a small range.

Table 4. Descriptive Statistics and Correlations

	Mean	SD	CL	TL	MP
Charismatic Leadership	5.451	0.161			
Transformational Leadership	5.680	0.139	0.732**		
Machiavellianism Personality	2.483	0.146	-0.564**	-0.257**	

**Significant at $p < 0.01$

Inferential Analysis

This research only has a direct effect, which has two relationships between the independent variables (charismatic leadership and transformational leadership) and dependent variable (Machiavellianism). The two direct

relationships have a significant impact, which has a p-value under 0.1. The relationship between charismatic leadership (CL) and Machiavellianism (MP) is negative ($\beta = -0.69$) and, on the other hand, the same negative relationship that transformational leadership

(TL) and Machiavellianism (MP) have, which is $\beta = -0.18$. The result has an R^2 of 0.21.

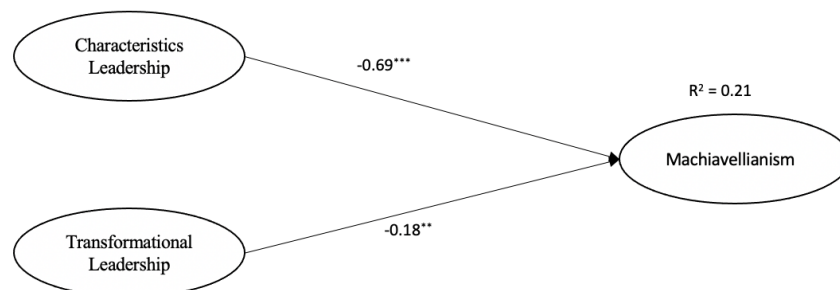


Figure 1. PLS Model

Discussion

As the explanation of the result above (Figure 1), the author could conclude that the first hypothesis is supported where charismatic leadership is negatively given the impact of Machiavellianism in the organization. As a result, the relationship between these two is negative and significant ($\beta = -0.69$, p -value < 0.01), which is explained while charismatic leadership was high makes Machiavellianism in the organization decreased. This hypothesis is also supported by Weber (2012) said that the charismatic leaders could gave the solution regarding the social problem that happened in an organization which Machiavellianism. In charismatic leadership has two kinds type which personalized and socialized. In this result, charismatic leaders tended to socialized, which concerns the collective mission rather than personal orientation. This result also supported House and Howell's (1992) statement that the manner of socialized which not gain another advantage unfairly will make the level of Machiavellianism in organization low.

Nevertheless, House and Howell's (1992) have argued that interaction with each other while they have competitive conditions could arouse personal behavior, increasing Machiavellianism. Despite this, this research is not exactly like that. The result of this study presents that employees attend not to do

something un-proper or unethical in order to achieve their own goals.

Hypothesis 2 supported where transformational leadership is negatively given the impact of Machiavellianism in the organization. As a result, the relationship between these two is negative and significant ($\beta = -0.18$, p -value < 0.1), which is explained while transformational leadership was high makes Machiavellianism in the organization decreased. This result presents those transformational leaders tend to increase the awareness of critical issues in the team. Leaders will be concerned with the deep understanding of vision and mission in an organization, and it will lead to the stage where subordinates seem to figure out that collective interest is more critical than individual interest.

This study's findings have resulted in practical implications, the role of leadership style in an organization where can enhance the subordinate's awareness of what should be attained within the team. Besides that, leaders know how to react or manage the environment, making the subordinates feel nothing towards Machiavellianism between each employee. For example, the leader always influences and stimulates the employees to achieve the company's goal, inspiring them with good moral and ethical behaviour.

CONCLUSION

This study aims to prove whether charismatic leadership and transformational leadership are suitable leadership types that might be provided to manage high Machiavellianism employees. Apart from that, this study gives knowledge about Machiavellianism, which is rare to be studied. From the objective that was already set, two hypotheses were built. The respondent of this study is employees in any sector of the industry. About 189 data have been run with SEM (WarpPLS 3.0). The two hypotheses were supported. The relationship between the two of the direct line towards Machiavellianism is negative, which means that while charismatic or transformational leaders were high in the organization, Machiavellianism in employees will be decreased. The implication of this study is to know the role of leadership style in an organization where can enhance the subordinate's awareness of what should be attained within the team and how to react or manage the environment, making the subordinates feel nothing towards Machiavellianism. From this study, the author hope may bring the new sight about other leadership style either work on decreasing employee Machiavellianism or not.

This study is not perfect research and still has any lacks that have to be improved. The result is quite good and significant, both of the hypotheses. However, hypothesis 2 is the relationship between transformational leadership with Machiavellianism that has $\beta = -0.18$. That means the relationship between the two variables not strong enough. Therefore, the author suggests having a moderator variable that can make the relationship grows more robust such as work engagement. Work engagement has three pieces, which in physical, emotional, and cognitive. In physical is the energy to use it in work their jobs, in emotional is putting heart to do the jobs and in cognitive is the focus in their job and forgetting about everything (May *et al.*, 2004). Since this study of Machiavellianism is rare, prior

research has stated that the topic of this is a warranty to be studied. Therefore, examining the area of reaction in different leadership styles is guaranteed to assist managers in handling the subordinates in the organization environment. Experimental research is warranted to meet a more in-depth understanding of employee Machiavellianism. Within these recommendations, the author hopes to overcome the lacking of this study has.

REFERENCES

- Antonakis, J., et al. (2003). Context and leadership: An examination of the nine-factor full-range leadership theory using the Multifactor Leadership Questionnaire. *The Leadership Quarterly*, 14(3), 261-295.
- Antonakis, J., et al. (2012). Erratum to "Leadership and individual differences: At the cusp of a renaissance". *The Leadership Quarterly*, 23(4), 643-650.
- Avolio, B. J., et al. (1999). Re-examining the components of transformational and transactional leadership using the multifactor leadership questionnaire. *Journal of Occupational and Organizational Psychology*, 72(4), 441-462.
- Avolio, B. J. and Yammarino, F. (2002). Introduction to, and overview of, transformational and charismatic leadership. In B. J. Avolio and F. Yammarino (Eds.), *Transformational and charismatic leadership: The road ahead* (Vol. 2 of Monographs in Leadership and Management). St. Louis, MO: Elsevier.
- Bass, B. M. (1985). *Leadership and performance beyond expectations*. New York: Free Press.
- Bass, B. M. (1990a). *Transformational leadership development: Manual for the multifactor leadership questionnaire*. Palo Alto, CA: Consulting Psychologists Press.

- Bass, B. M., and Riggio, R. E. (2006). *Transformational leadership*. Psychology press.
- Belschak, F. D., et al. (2018). Angels and demons: The effect of ethical leadership on machiavellian employees' work behaviors. *Front. Psychol*, 9(1082).
- Belschak, F. D., et al. (2015). Leading Machiavellians: how to translate Machiavellians' selfishness into pro organizational. *J. Manage.*, 41(7), 1934–1956.
- Bennis, W., and Nanus, B. (2003). *Leaders: The Strategies for Taking Charge*. 2nd Edition New York: Harper and Row.
- Burke, C. S., et al. (2006). What type of leadership behaviors are functional in teams? A meta-analysis. *Leadership Quarterly*, 17(3), 288-307.
- Cheung, S. O., et al. (2001). A satisfying leadership behavior model for design consultants. *Int J Project Manage*, 19(7), 421 - 429.
- Conger, J. A. (1999). Charismatic and transformational leadership in organization: an insider's perspective on these developing streams of reserach. *Leadership Quarterly*, 10(2), 145–179.
- Conger, J. A., and Kanungo, R. N. (1998). *Charismatic leadership in organizations*. Thousand Oaks, CA: Sage.
- Dahling, J. J., et al. (2009). The development and validation of a new Machiavellianism scale. *J. Manage.*, 35(2), 219–257.
- Davies, M., and Stone, T. (2003). Synthesis: psychological understanding and social skills. In B. R. Slaughter, *Individual Differences in theory of Mind* (305–353). New York, NY: Psychology Press.
- Dillman, D. A. (2000). *Mail and internet survey: the tailored design method*. (2nd ed.). New York, NY: John Wiley and Sons.
- Fornell, C., and Larcker, D. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, 18(1), 39-50.
- Gunthorsdottir, A., et al. (2002). Using the Machiavellianism instrument to predict trustworthiness in a bargaining game. *J. Econ. Psychol.*, 23(1), 49–66.
- Hair, J., Hult, T., et al. (2013). *A Primer on Partial Least Squares Structural Equation Modeling (PLS-SEM)*. Los Angeles: Sage.
- House, R. J. (1977). A 1976 theory of charismatic leadership. In J. G. Larson, *Leadership: The cutting edge* (189–207). Carbondale: Southern Illinois University Press.
- House, R. J., and Howell, J. M. (1992). Personality and chirmsatic leadership. *Leadership Quaterly*, 3(2), 81-103.
- Jensen, U. T., et al. (2019). Conceptualizing and measuring transformational and transactional leadership. *Administration and Society*, 51(1), 3–33.
- Jones, D. N., and Paulhus, D. L. (2009). Machiavellianism. In e. M. Hoyle, *Behavior, Individual Differences in Social* (93–108). New York, NY: Guilford.
- Kiazad, K., et al. (2010). In pursuit of power: The role of authoritarian leadership in the relationship between supervisors' Machiavellianism and subordinates' perceptions of abusive supervisory behavior. *J. Res. Pers*, 44(4), 512–519.
- Levay, C. (2010). Charismatic leadership in resistance to change. *The leadership quarterly*, 21(1), 127-143.
- May, D. R., et al. (2004). The psychological conditions of meaningfulness, safety and availability and the engagement of the human spirit at work. *Journal of Occupational Psychology*, 77(1), 11–37.
- McClelland, D. (1975). *Power: The inner experience*. New York: Irvington.
- McClelland, D., et al. (1972). *The drinking man: Alcohol and human motivation*. New York: Free Press.
- Mcllwain, D. (2003). Bypassing empathy: a Machiavellian theory of mind and sneaky

- power. In R. B, and V. Slaughter, *Individual Differences in theory of Mind* (13–38). New York, NY: Psychology Press.
- Paulhus, D. L., and Williams, K. M. (2002). The dark triad of personality: narcissism, Machiavellianism, and psychopathy. *J. Res. Pers.*, 36(6), 556–563.
- Pillai, R., et al. (2003). Personality, transformational leadership, trust, and the 2000 U.S. presidential vote. *The Leadership Quarterly*, 14(2), 161-192.
- Reeves-Ellington, R. H. (1998). Leadership for socially responsible organization. *Leadership and Organization Development Journal*, 19(2), 97 - 105.
- Schaubroeck, J., et al. (2007). Embracing transformational leadership: Team values and the relationship between leader behavior and team performance. *Journal of Applied Psychology*, 92(4), 1020-1030.
- Shamir, B., et al. (1993). The motivation effects of charismatic leadership: A self-concept based theory. *Organization Science*, 4(4), 577 - 594.
- Sholihin, M., and Ratmono, D. (2013). *Analisis SEM-PLS dengan WarpPLS 3.0*. Yogyakarta: Andi Pulisher.
- Wang, G., et al. (2011). Transformational leadership and performance across criteria and levels: A meta-analytic review of 25 years of research. *Group and Organization Management*, 36(2), 223-270.
- Wastell, C., and Booth, A. (2003). Machiavellianism: an alexithymic perspective. *J. Soc. Clin. Psychol.*, 22(6), 730–744.
- Weber, M. (2012). *The Theory of Social and Economic Organization*. New York: Oxford University Press.
- Wright, B. E., and Pandey, S. K. (2010). Transformational leadership in the public sector: Does structure matter? *Journal of Public Administration Research and Theory*, 20(1), 75-89.
- Wright, B. E., Moynihan, D. P., and Pandey, S. K. (2012). Pulling the levers: Transformational leadership, public service motivation, and mission valence. *Public Administration Review*, 72(2), 206-215.