Machiavellianism in Relation to Ethical Leadership and a Practice

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Abstract

Machiavelli emphasized and asserted the idea that any unethical way to fulfill a goal can be put into practice as well as ruthlessness of rivalry and selfishness both in political and organizational life. The 21st century is a period in which a variety of management models and leadership qualifications has been discussed besides being information age. At the heart of these discussions, recent business scandals such as Enron, WorldCom, Parmalat etc. paved the way for leadership behavior to gain importance and the role of leader modeling the "ethical behavior" has begun to be argued. Ethical leadership is the integration of ethics and leadership issues as well as serving to the employees as a model. Ethical leadership is to enable the employees only with the ethical principles and procedures on the way to achieve their aims. The objective of this research is to determine the levels of Machiavellianist tendencies and relationship with ethical leadership statistically. A survey method has been applied to 127 teachers working in Altıntaş. According to survey results, the average score of the teachers included is 90,9 points. The boundary line separating high and low Machiavellianist attitude is 100 points. It has been seen that 18,8 % of the teachers scored points of high Machiavellianist attitude. It has been confirmed by the results that there is a positive correlation between negative Machiavellianist tendency and ethical leadership. There is no difference determined between Machiavellianist levels and ethical leadership perspectives of men and women.

Key words: Machiavellianism, Ethical Leadership

Introduction

Theoretically, Machiavellianism, including alienation from the influence of interpersonal relationships and indifference to traditional ethical values, is to reach individual targets by manipulating persons.

In cases of collaboration, Machiavellianists share information, however in highly competitive environments; they keep the information to their selves. Generally, the concepts of Machiavellianism and ethics are regarded as two poles of an axis. It can be said that this is based upon Machiavelli's notion : "If an administrator seeks to realize an ambition, being ethical shall not always be found rational, on the contrary the whole consistent attempts providing social approval of people, shall be seen as irrational policy". (Skinner 2002: 60). Machiavellianism is among the basic personality traits which affect the organizational behavior. The belief of experimenting any way to fulfill the objective turns these individuals into more Machiavellianist ones in cases of negotiation necessity with less rules. In their book " *Studies in Machiavellianism"* published in 1970, Richard Christie and Florence Geis , who developed a psychometric scale, with reference to Machiavelli's notions, to scale Machiavellianist attitude, described the qualifications of Machavellianists with high tendencies and low tendencies as follows : Individuals with high Machiavellianist tendencies are described as target-oriented, coldblooded, objective-minded, cheater, team leader, a good handler of interaction with all process, manager, power-oriented, authoritative, not open to manipulations, skeptical, not trustworthy, success-oriented, selfish, opportunist, judicial, arrogant, aggressive, limit-pusher, performance-oriented rather than justice-oriented. On the other hand, individuals with low Machiavellianist tendencies are described as not confident, inclined to be managed and dominated easily, sympathizer and sympathetic, friendly, sensible, prone to collaboration, self-sacrificing, thoughtful and with ethical values (Ergeneli, 2006).

The concept of ethical leadership shapes the attitudes of people in many fields of communal living. Besides some qualifications such as truthfulness and honesty, ethical leadership features the concept of psychic leadership concentrating on values. The values such as loyalty, truthfulness or vice versa can be seen as a part of ethical leadership values (Plinio, 2009:278). Harvey, as a result of researches on ethical leadership, introduced the ten-item ethical leadership (Harvey, 2004:23):

1. Ethical leaders regularly make reference to common values, business principles and ethical standards and ensure that they are understood, supported and adopted.
2. Ethical leaders hold themselves and other people responsible for behaving in accordance with ethical values.
3. Since ethical leaders speak and act with integrity, they have the right to expect the others to do so.
4. Ethical leaders take into consideration others and guiding principles at the decision making stages. They manifest their values in all their deeds.
5. Ethical Leaders take pains so that policies and practices are in harmony.
6. Ethical leaders allocate time and resources to help people acquire confidence and skills that are required to transform correct beliefs into good behavior.
7. Ethical leaders attach importance to the feelings, views and reactions of their colleagues, employees and all the others who fall in their sphere of influence.
8. Ethical leaders make large numbers of small improvements in many fields. They easily adapt to ethical values and rules thanks to their sophistication.
9. While they are making decisions about choosing and promoting people who they will work with, ethical leaders use their mission, vision and values as criteria.
10. Ethical leaders motivate followers to take initiative and act as guides rather than making complaints, accusing some others, or waiting for others to take lead.

In the first part of this research, the relationship between Machiavellianism and ethical leadership, literature search as the second part and research findings and analysis as the conclusion part will take place.

The Relationship between Machiavellianism and Ethical Leadership

According to the results of a survey relating to ethical perception difference between Machiavellianist individuals in comparison with the others, those ,who have high ethical perceptions, have less Machiavellianist tendencies compared to the ones who have low ethical perceptions. For Christie and Geis, social pressure affects highly Machiavellianist individuals less, thus these individuals obey the social norms less than the others (Skinner 2002: 60). Moreover, Christie and Geis stated that Machiavellianist individuals are deprived of the concept of traditional ethics and in their perspectives of seeing the individuals, they are pragmatist. According to them these individuals are not deprived of ethics, yet they abide by some ethical principles which are not in accordance with traditional ethics. Furthermore, Mahciavellianist leaders can be exceptionally successful and useful in terms of the other organizations in cases of negotiation and persuasive skills are required. As a matter of fact, Machiavellianist individuals are exceptionally good at developing competitive strategies to succeed by concentrating on cognitive analysis of the cases. However, it is the best way for the business organizations to keep the Machiavellianist perspective limited. Thus; not only achievement motivation, the motive power and being aim-oriented can be preserved, but also the opportunist, selfish and deceitful sides of Machiavellianists can be prevented. (Mandacı, 2007: 54).

Highly Machiavellianists think first and act accordingly while lowly Machiavellianists act first and then shape their cognition. Although Machiavellianism is not directly associated with any general intelligence testing scale, highly Machiavellianists are found out to be smarter and more charming compared to the lowly Machiavellianists. (Ural, 2003: 102).

Literature Review

According to Atakan (2002), mass media news programs cannot reach any difference in business levels among different age groups. The profession of a doctor is another occupation which has been searched in terms of the relationship with Machiavellianism. By using average score of Mach IV Scale, Bakır (1992) found out that the more age and term of office increases , career status progresses or academic title is gained, the more positive social values become and the less the tendency of looking out own profits becomes. In his research, Bakır (1993) carried out a survey among the students of Gulhane Military Medical Academy. According to survey results, once the students are closer to complete their education, Mach IV scores significantly increase, marital status affects social values and married doctors have less Machiavellianist tendencies. As for Abdul Aziz (2004), there has been found out a strong positive relationship between Machiavellianism and absenteeism. Abdul Aziz found out that part-time employees have higher Machiavellianism levels compared to full-time employees. In her studies in banking sector Mandacı (2007) found out that there is not a difference between married-single,experienced or age groups in terms of Machiavellianism and ethical perception. Although marital status andage changes, Machiavellianist features including more individualistic attitudes are not shown. Research results show that there is not a significant difference between private and public sectors in terms of Machiavellianism and ethical perception levels. Tekin (2008) found out that Machiavellianist notions are common

among sales representatives and such attitudes as favoring some clients, not granting a discount of credit sales, dealing with personal issues during work hours, tolerating non-obeyers of ethical rules, increasing prices for foreigners, exploiting the organization's equipment's, forcing the clients to purchase the item are Machiavellianist features.

Arslan (2004), in her research attended by 403 adults living in Ankara, Istanbul, Izmir and Mersin, found out that there is not a significant relationship between sex and Machiavellianism, there is a positive relationship between Machiavellianism and high level of alienation, as well as a negative relationship between his level of education and Machiavellianism.

Bakır (2003) searched out that there is a negative relationship between Machiavellianism and job satisfaction in a survey among doctors. Jelinek (1985), in a research for students, reached the results that those who have had high scores of Machiavellianism are less stressful than the ones who have not. Barlow (2010) in a research aimed at students, found out that there is a negative relationship between Machiavellianism and emotional intelligence and that female students are less Machiavellianist in comparison to male students as female students are prone to use their emotions more. Paulhus, in a research aimed at employees about Machiavellianism and five-factor personality, found out a positive relationship between Machiavellianism and narcissism; and a negative one between Machiavellianism and psychopathic personality. Paul and Bereczki (2007), in a research aimed at employees, found out that there is a negative relationship between Machiavellianism and social co-operationRayburn (2003), in a research aimed at employees, found out that there is a positive relationship between Machiavellianism, Type A personality and academic success, and a negative one between ethical perception, Type A personality and academic success. Liu (2008), in a research aimed at employees, found out that there is a negative relationship between Machiavellianism and information sharing. Latif (2000) searched out that there is a negative relationship between Machiavellianism and ethical perception. Cyriac and Dharmaraj (1994) analyzed Indian businessmen in detail in terms of Machiavellianism levels and found out that administrators working in large cities of India have been affected by Machiavellianism as the ones in most European countries. Moreove, in a research carried out in China; although negative relationship between Machiavellianism levels and job satisfaction has been uttered in literature, Siu (1998) stated that the more Machiavellianism levels of bankers working in Hong Kong increase, the more satisfaction they get. Corzione and Buntzman (1999), in their research to analyze the Machiavellianism levels of employees in American Banks, found out that Machiavellianism levels do not differ intersexual. They also found that there is not a significant difference between the Machiavellianism levels of American banks and Hong Kong Banks. Also, they could not find any relationship between Machavellianism and salary.

The Objective and Importance of the Research

The objective of the research is to examine the relationship between ethical leadership and Machiavellianist features and attitudes which are effective on people to behave unethically.

Research Method,Sampling and Data Collection Tools

The research will be carried out by method of survey to the employees of Kutahya Altintas Distcirct Governorship. The data of research has been provided by surveys based on the literature.

As a data collection tool, survey form has been used. On this form,respectively demographic information and 20-items about Machiavellianist personality take part. While preparing the survey form, Mach IV version developed by Christie and Geis to scale Machiavellianist personality, has been used. 20 items of Mach IV Scale have been adapted to Turkish. Half of the items reflect Machiavellianist personality (positive) whereas the other half is against Machiavellianist personality (negative). Positive items are respectively as follows: (1, 3,4, 6,7, 9, 12, 16, 18, 19), and the negative items are as follows : (2, 5, 8, 10,11, 13,14,15,17, 20). These items take part in five-Likert type scale on the survey form. On the form 5-point represents "strongly agree", 1-point represents "strongly disagree".

Machiavellianist Personality Score = Total Positive Points -Total Negative Points + 100
It is known by the researcher which of the questions is positive and negative. On this survey high score shows highly Machiavellianist personality and low score shows lowly Machiavellianist personality. By determining 100 points as criteria, over 100 points showing high, below 100 showing low Machiavellianist personality is determined as the standard. Ethical Leadership Scale is a scale developed on social learning theory grounds. There are 10 items about ethical leadership (Tuna vd. 2012).

Hypotheses ofthe Research

The hypotheses of this research are mentioned as follows:

H1: There is not a statistically significant relationship between the levels of Machiavellianism and sex factor of the teachers who have taken the survey.
H2: There is a statistically significant relationship between the levels of negative tendency to Machiavellianism and ethical leadership perceptions of the teachers who have taken the survey.
H3: There is not a statistically significant difference between the negative and positive perceptions of Machiavellianism and ethical leadership perceptions of the teachers who have taken the survey.

Findings and Analysis

In this part, the data of the teachers, which have been participated, collected by means of survey method, necessary statistical processes to work out sub-problems and comments are included

1 Survey Reliability

Table-1: Internal Consistency of Surveys

Scale	Number of Items	Cronbach"s Alpha
Positive Machiavellianism Item Scale	10	0,782
Negative Machiavellianism Item Scale	10	0,732
ETHICAL LEADERSHIP SCALE	10	0,796

Having analyzed the reliability of answers given to Machiavellianism Scale by academicians participated, reliability coefficient is r= 0,832. Ethical Leadership has been proved to have r= 0, 70   reliability coefficient.

Table 2. Arithmetic Mean, Standard Deviation and Factor Load Values

POSITIVE ITEMS ABOUT MACHIAVELLIANISM	Arithmetic Mean	Standard Deviation	ALPHA VALUE
1. The best way to handle people is to tell them what they want to hear.	3,24	1,348	,715
3. Anyone who completely trusts anyone else is asking for trouble.	3,23	1,340	,703
4. It is hard to get ahead without cutting corners here and there.	3,85	1,241	,739
6. It is safest to assume that all people have a vicious streak and it will come out when they are given a chance.	3,47	1,174	,721
7. Never tell anyone the real reason you did something unless it is useful to do so.	2,98	1,472	,784
9. It is wise to flatter important people.	1,96	1,353	,781
12.People suffering from incurable diseases should have the choice of being put painlessly to death.	2,35	1,504	,740
16.Most people forget more easily the death of a parent than the loss of their property.	2,95	1,356	,734
18.Generally speaking, people won't work hard unless they're forced to do so.	3,01	1,312	,731
19.The biggest difference between most criminals and other people is that criminals are stupid enough to get caught.	2,56	1,395	,787
NEGATIVE ITMES ABOUT MACHIAVELLIANISM			
2. When you ask someone to do something for you, it is best to give the real reasons for wanting it rather than giving reasons which might carry more weight.	4,43	,905	,685
5. Honesty is the best policy in all cases.	4,58	,849	,793
8. One should take action only when sure it is morally right.	4,38	,854	,729
10. All in all, it is better to be humble and honest than to be important and dishonest.	4,28	1,046	,771
11. Barnum was very wrong when he said there's a sucker born every minute.	4,14	1,014	,694
13. It is possible to be good in all respects.	3,72	,997	,671
14. Most people are basically good and kind.	3,80	,937	,690
15. There is no excuse for lying to someone else.	4,07	,961	,784
17. Most people who get ahead in the world lead clean moral lives.	3,11	1,370	,751
20. Most people are brave.	3,50	1,221	,687
ETHIC LIDER			
1. My manager listens to what employees have to say	4,02	1,000	,774
2. My manager disciplines employees who violate ethical standards.	3,80	1,115	,819
3. My manager conducts his/her personal life in an ethical manner	4,23	,977	,774
4. My manager has the best interests of employees in mind	4,23	,875	,764
5. My manager makes fair and balanced decisions	4,27	,791	,766
6. My manager can be trusted	4,39	,768	,772
7. My manager discusses business ethics or values with employees	4,35	,802	,783
8. My manager sets an example of how to do things the right way in terms of ethics	4,24	,742	,781
9. My manager defines success not just by results but also the way that they are obtained	4,31	,684	,777
10. My manager when making decisions, asks "what is the right thing to do?"	4,39	,691	,770

Cronbach Alpha Coefficient is referred to test the inter-consistency of the scale item in scope of Machiavellianism Scale and reliability study, and test-retest reliability coefficients are referred to test the time consistency in terms of scaled quality. The internal consistency

coefficient related to 20-items of the scale α=.7320 olarak hesaplanmıştır. The internal consistency coefficient related to 10 item Ethical Leadership Scale is α=.796. In the literature, internal consistency values over .70 are suitable.

Table-3 Demographic Variables

AGE VARIABLE			MARITAL STATUS		
AGE	FREQUENCY	%		FREQUENCY	%
20-25	29	22,8	MARRIED	68	53,5
26-30	55	43,3	SINGLE	59	46,5
31-35	26	20,5	TOTAL	127	100,0
36-40	9	7,1	JOB POSITION		
41-45	3	2,4	KINDERGARTEN TEACHER	8	6,3
46 AND OVER	5	3,9	CLASS MASTER	92	72,4
TOTAL	127	100,0	DIRECTOR-VICE DIR.	24	18,9
SEX			CLERK	3	2,4
MALE	106	46,5	TOTAL	127	100,0
FEMALE	122	53,5	EDU. LEVEL		
TERM OF SERVICE			HIGH SCH.	6	4,7
1-5 YEARS	95	74,8	UNIVERSITY	117	92,1
5-10 YEARS	23	18,1	MASTER'S DEGR.	4	3,1
10-15 YEARS	6	4,7	TOTAL	127	100
15-20 YEARS	2	1,6			
OVER 20 YEARS	1	,8			
TOTAL	127	100,0			

Analyses of Research

Table 4: Average Scores of Machiavellianism Levels of Participants

LEVELS	N	Min.	Max.	Ave..	S.s
MACHIAVELLIANIST LEVELS	127	69	122	90,9	9,983

According to Table-4, regarding the scores got by participants, it can be seen that the minimum average score is 69 and maximum average score is 122. Accordingly the average score of the teachers appears to be 90, 9.

Table 5: Perspectives of Females and Males in Terms of Machiavellism and Ethical Leadership

	SEX	N	ARITHMETIC MEAN	T	P
NEGATIVE TENDENCY TO MACHIAVELLIANISM	FEMALE	53	40,4906	1091	289
	MALE	74	39,6757		
POSITIVE TENDENCY TO MACHIAVELLIANISM	FEMALE	53	42,5094	,541	,580
	MALE	74	42,0135		
ETHICAL LEADERSHIP	FEMALE	53	29,5283	,125	,920
	MALE	74	29,6486		

As the result of t-test to determine whether there is a significant difference between the scores of females and males about their negative and positive tendencies to Machiavellianism as well as ethical leadership, the difference between the arithmetic means of the groups has not been found statistically significant.

Table6: The Perspectives of Higly/Lowly Machiavellianists into Ethical Leadership

LEVELS		N	X	ss	t	p
HIGHLY MACHIAVELLIANISTS	1,00	24	41,5833		,021	,886
LOWLY MACHIAVELLIANISTS	2,00	103	42,3689			

Table7: Correlation Analysis Determining the Difference between Negative/Positive Tendency To Machiavellianism, Ethical Leadership And Marital Status

VARIABLES		ETHICAL LEADERSHIP
POSITIVE TENDENCY TO MACHIAVELLIANISM	Pearson Correlation	0,037
	Sig. (2-tailed)	,682
NEGATIVE TENDENCY TO MACHIAVELLIANISM	Pearson Correlation	0,280**
	Sig. (2-tailed	,001

Viewing Table-7, as a result of correlation analysis to determine the relationship between positive tendency to Machiavellianism and ethical leadership , no statistically significant relationship between the scores has been worked out *(r= 0, 037 ; p>.05).* As a result of correlation analysis to determine the relationship between negative tendency to Machiavellianism and ethical leadership , a low level of statistically significant relationship between the scores has been worked out *(r= ,154; p<.05).*

Conclusion

Regarding the scores got by participants, it can be seen that the minimum average score is 69 and maximum average score is 122. Accordingly the average score of the teachers appears to be 90, 9. Yıldız (1998) found out that the average Machiavellianist tendency score of Turkish administrators is 94. 35, which is not too low taking the boundary line score 100 separating high and low Machiavellianist level into consideration. When examining the percentages of participants' Machiavellianist tendency levels, it can be seen that 18,8 % of the teachers scored high Machiavellianist tendency levels. Kavak (2001), in her research, found out the country-wide level of Machiavellianist attitude as 97.13 (center 100 point). In this research, 100 points as center, the Machiavellinist levels of individuals in public sector is approximately 86, in private sector approximately 85. Kavak's (1999) research shows that the level of Machiavellism in Turkey is higher than America (84,5), and lower than Australia (98. 6) which is valid also fort his research. In this research it has been showed that the perspectives of those who have scored high/low Machiavellianism levels do not differ in ethical leadership. This conclusion indicates that Machiavellianist attitude is personalized and even if a person does not behave ethically, he/she expects ethical attitudes from the others. In this research, the conclusion of previous researches indicating females are fewer Machiavellianist could not be reached.

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