

A review of the bright side of dark triad and a road to career success

Faiza Tariq ^{*1} | Muhammad Amad² | Li Lingjie³

1. Department of Management Science, International Islamic University, Islamabad, Pakistan.
2. Department of Political Science, University of Peshawar, Peshawar, Pakistan.
3. Department of Health Management Florida, Orlando University, Orlando, United States.

*Correspondence Emails: faizatpk@gmail.com | faiza_tariqpk@hotmail.com

Abstract

Viewing dark triad as a positive personality trait, the researchers intend to explore the constructive use of impression management with regard to career success based on structural holes theory, paying particular attention to social capital and network benefits as sequential mediators between impression management and career success. A systematic literature review was conducted comprising published research studies on the chosen variables of interest. The researchers made use of several websites and links, like Google Scholar, PsychINFO, ResearchGate, and Web of Science. The systematic research was conducted to identify the desired variables and review was summarized from 2000 to 2020. Considering the past literature, it was proposed that impression management improves social capital that further leads to network benefits, thus, contributing to career success, whereas the dark triad strengthens the relationship between impression management and social capital. In last section, potential areas for future research in the context of impression management and dark triad are identified and a research agenda is put forward for the potential researchers. In future, researchers may benefit from the proposed conceptual model and can conduct a longitudinal quantitative research study considering the variables studied.

Article History

Received:
March 27, 2021

Revised:
May 17, 2021

Re-revised:
June 25, 2021

Accepted:
August 25, 2021

Published:
September 16, 2021

Keywords: organizational citizenship behaviour, impression management, social capital, network benefits, career success, narcissism, psychopathy, structural holes theory.

How to Cite: Tariq, F., Amad, M., & Lingjie, L. (2021). A review of the bright side of dark triad and a road to career success. *Liberal Arts and Social Sciences International Journal (LASSIJ)*, 5(2), 61-78. <https://doi.org/10.47264/idea.lassij/5.2.5>

Publisher's Note: IDEA PUBLISHERS (IDEA Journals Group) stands neutral with regard to the jurisdictional claims in the published maps and the institutional affiliations.

Copyright: © 2021 The Author(s), published by IDEA PUBLISHERS (IDEA Journals Group).

Licensing: This is an Open Access article published under the Creative Commons Attribution-NonCommercial 4.0 International License (<http://creativecommons.org/licenses/by-nc/4.0/>)

1. Introduction

Impression management and personality traits do have an impact on one's career. Impression management is a term used to describe the "interactive behaviours that individuals employ to create, maintain, or manipulate the images that others hold of them" (Bolino *et al.*, 2016). Whereas a term "dark triad" is described as a combination of unacceptable personality or individual's traits (i.e., psychopathy, narcissism and Machiavellianism). Where impression management is considered as a manipulating tactic, dark triad is considered as a dark side of a personality in the literature. The hidden cost associated with the consequences of impression management and this type of personality remained the area of interest for the researchers in the last decade. However, the bright side and positive impact of impression management and the dark triad on career success considering social capital and network benefits has not been studied. In organizations, the major problem faced by the individuals adopting impression management is that they are considered manipulative in nature. Also, the dark triad personality is considered dark and taken as manipulative and selfish within the organization, whereas the bright side of both, the impression management and the dark triad personality is overlooked i.e., when they are involved in impression management to successfully build social capital and to have access to network benefits that ultimately lead them to career success.

Coleman (1990) defines social capital as "any aspect of social structure that creates value and facilitates the actions of the individuals within that social structure. As the creation of physical capital involves changes in materials to facilitate production, and human capital involves changes in an individual's skills and capabilities, similarly, social capital is created when the relations among people change in ways that facilitate instrumental action" (Coleman, 1990). A network can be defined as, "pattern of ties linking a defined set of persons or social actors". "Each person can be described in terms of his or her links with other people in the network. The focal person in such an analysis (who is usually the person supplying the data) is referred to as 'ego' and those he or she is tied to are 'alters' (Knoke & Kuklinski, 1982)".

Burt (1992) emphasis on the "pattern of relationships" between the "alters" within "ego's social network". It is considered that a structural hole is present between the two alters who are not associated to each other. According to structural holes theory, "it is advantageous for ego to be connected to many alters who are themselves unconnected to the other alters in ego's network". As per Burt's theory (1992; 1997), "networks rich in structural holes provide an individual with three primary benefits: more unique and timely access to information, greater control over resources and outcomes, career mentorship, and greater visibility and career opportunities throughout the social system". The concept of structural holes has a bridging property of ties.

The structural holes theory emphasizes on the "pattern of the ties" between the "alters". Impression management effects career success and are mediated by three network related benefits i.e., access to information, access to resources, and career sponsorship. Career success is measured as the frequency of promotions during a career, the current salary and career related satisfaction. It is considered that a structural hole is present between the two alters when they are not associated to each other (Burt, 1992). An ego acts as a bridge between the two alters who are not connected or associated to one another. According to Burt (1992), this pattern brings advantages to ego, where an ego may be able to exchange information received from one alter or/to the other. Ego benefits organization by providing information and coordinating activities between disconnected alters (Burt, 1997). Now by applying this

concept to the proposed research model, we assume that individual indulge themselves in impression management to develop social ties with different alters in order to get an easy access to information, resources and career mentorship that would ultimately benefit them in their career success, in terms of promotion, salary raise or in finding a new job.

This study demonstrates how impression management leads to career success through social capital and network benefits. The authors studied in detail the role of dark triad personality characteristics at workplace and situations where dark triad personality characteristics can result in positive outcomes. Also, the human capital and social capital outcomes are elaborated considering the past literature. This research study is significant as it examines the positive role of impression management and considers the bright side of dark triad and how it moderates the relationship between impression management and social capital. The research authors have utilized structural holes theory as an overarching theory that has been rarely used by past researchers while studying dark triad and career success. Based on the previous research studies and the assumptions of structural holes theory, it is assumed that the impression management will contribute to social capital i.e., building social structure that will improve network benefits, thus, leading to career success, whereas the relationship between impression management and social capital will be strengthen in case of dark triad personality traits.

2. Research methodology

This research study is qualitative in its nature. A systematic literature review was conducted comprising published research studies on the chosen variables of interest i.e., impression management, social capital, network benefits, career success and dark triad. We conducted a computerized search and made use of several websites and links like, Google Scholar, PsychINFO, ResearchGate, and Web of Science. The systematic research was conducted to identify the desired variables and review was summarized from the year 2000 to the year 2021. Past literature on the selected variables were studied, the relevant literature was extracted and analysed, the potential areas for research suggested by previous researchers were listed down and the conceptual model links were made as per the assumptions of structural holes theory.

3. Bright side of dark triad and a road to career success: A review

Impression management in organizations can be defined as “interactive behaviours that individuals employ to create, maintain, or manipulate the images that others hold of them” (Bolino *et al.*, 2016). Impression management allow individual to adapt to social standards, gain credit, avoid blaming, retain or improve their self-concept, self-image, and exercise powers (Tedeschi, 2013). Individuals involves in impression management and strive to impact the perception that others hold about them (Jones & Pittman, 1982; Rosenfeld *et al.*, 1995). Past research studies have found that individuals are involved in impression management in order to secure financial resources (Collewaert *et al.*, 2021), to seek jobs (Ellis *et al.*, 2002) and to achieve great career success. Few research scholars have studied impression management with Organizational Citizenship Behaviour (OCB) (Wulani *et al.*, 2021), leader-member exchange (Wulani *et al.*, 2021), and with Machiavellianism as a predictor of impression management (Uppal, 2021).

Social capital reflects “a complex set of dynamic relationships that exist within an organization”. Different research scholars have theorized social capital as a set of resources entrenched in relationships (e.g., Burt, 1992). It focuses on developing social ties and the

advantages associated with the structural holes that exist within the social networks (Adler & Kwon, 2002). Also, social capital can be described as, “some aspect of social structure that facilitates certain actions of individuals within the structure” (Coleman, 1990, p. 302). Past research scholars have studied social capital with managerial behaviours (Li *et al.*, 2014), innovativeness (Wang *et al.*, 2017), and different leadership styles (Raja *et al.*, 2018). It has been studied with several positive outcomes like employee performance (Hador, 2016), and career success (Ouerdian & Mansour, 2019).

The network benefits include access to information, monetary or tangible resources, and wide visibility, mentorship or career sponsorship within a social network. It is assumed that within an organization, distinct functional groups exchange information across other groups as different groups has different views or information that can help to attain the required resources. Also, the social contacts that are at higher levels of the organization will also be advantageous for the other person in several ways as individuals at higher level positions in the organization occupy greater authority than those at lower-level positions. Individuals at higher level positions contain greater access to information and also carry a broader perspective on the organization’s relevant issues based on which incumbents can make career related decisions (Edstrom & Galbraith, 1977). Scholars have studied network benefits with the mentoring received and training and development (Ouerdian, & Mansour, 2019).

Career success has been a focus of attention to researchers since 1970 (Sullivan & Baruch, 2009). What are the factors that predict career success is an important question not for the individuals only but for the organization as well (Arthur *et al.*, 2005)? Career success is categorized as objective career success and subjective career success. Also, this has received much attention in research work (Arthur *et al.*, 2005). Objective career success is, “directly observable by others and that is measurable in a standardized way (Arthur *et al.*, 2005) by weighing a person’s career against societal norms concerning salary, job level, promotion history, or occupational prestige (Dries *et al.*, 2009)”, whereas, subjective career success is defined as, “the focal career actor’s evaluation and experience of achieving personally meaningful career outcomes” (Shockley *et al.*, 2016). It is perceived as vocation related satisfaction (Seibert *et al.*, 2013) or perceived career success (Heslin, 2003). Previously, proactive career behaviours (Smale *et al.*, 2019) and career enhancing opportunities are identified as supporting blocks to career success (Hagtvedt *et al.*, 2019). In literature, career success has been studied with organizational embeddedness (Kiazad *et al.*, 2020).

Term the “dark triad” is described as, “constellation of three empirically related yet theoretically distinct dimensions of exploitative personality; subclinical narcissism, subclinical psychopathy, and Machiavellianism” (Paulhus, & Williams, 2002). Such traits are linked to the unacceptable workplace behaviours, such as workplace deviance, speaking lie, and less involvement in the OCB (Zettler & Solga, 2013). Still, the dark triad personality traits can be contemplated as a distinctive construct towards positive outcomes (Jones & Paulhus, 2010; 2011; 2014). Past literature has studied dark triad with seven deadly sins (Brud *et al.*, 2020) and big five traits (Jonason & Sherman, 2020). According to scholars, the dark triad (Machiavellianism, narcissism, and psychopathy) have certain disregard towards others wellbeing, callousness and disagreeableness (Jones & Figueredo, 2013). Moreover, within the dark triad literature, the recent calls highlight a need to understand under what condition and situation, the dark triad personality traits can be adaptive (Schyns, 2015). It has been found that the literature is silent regarding the bright side of the dark triad.

Machiavellianism is a personality trait that depicts “ingenious, selfish, and manipulative people using deceitful strategies to pursue their goals”. Psychopathy is categorized by “selfishness, impulsivity, shallowness, lack of remorse or empathy and manipulating nature”. Narcissists regularly seek attention, appreciation, and encouragement and have superiority complex. They love to be admired and often act cruelly and without empathy. Machiavellianism refers to “a strategy of social conduct that involves manipulating others for personal gain, often against the other's self-interest” (Wilson *et al.*, 1996). Individuals with Machiavellianism personality traits lack empathy (Paal & Bereczkei, 2007), feel selfish, they manipulate and exploit others for self-benefit, and also speak lie (Jones & Paulhus, 2009). They overlook the rule of mutually exchanged benefits (Gunnthorsdottir *et al.*, 2002). Besides this, several factors reflect that Machiavellianism is related to extra-role behaviours positively. Jonason *et al.* (2012) revealed that using soft tactics encompassing OCB like cooperating with others, helping behaviour, extending favour, or impression management, is related to Machiavellianism. Individuals with Machiavellianism traits may incline towards impression management and display OCB to build positive impression (Bereczkei *et al.*, 2010). Whereas psychopathy is “a personality trait involving an arrogant and deceitful interpersonal style, and an impulsive and irresponsible behavioural style” (Boey & Vantilborgh, 2016).

The subclinical psychopathy is associated with the lack of sensitivity or empathy toward others (O’Boyle *et al.*, 2013), cruelty, impulsivity, lack of empathy (O’Boyle *et al.*, 2015) and sympathy towards others. On the other hand, narcissism can be labelled as individuals who are categorized by dominance, entitlement, impressiveness, and superiority complex. Narcissists view themselves as highly worth, have self-love, and believe themselves as superior to others (Paunonen *et al.*, 2006). The “negative characteristics (of narcissism) principally have to do with the tendency to exploit others for personal gain and benefit. This disposition is due to the narcissist's sense of entitlement” (Paunonen *et al.*, 2006). Narcissist individuals believe that mutually benefitting other and rules of responsibility are not for them (Campbell *et al.*, 2000). However, there is a bright side of subclinical narcissism and they are motivated to participate in impression management (Bourdage, *et al.*, 2012), utilization of soft tactics (Jonason *et al.*, 2012), and also have identity needs (Jones & Paulhus, 2010).

This study has contributed by expanding research in the field of impression management. It has added value to the literature available on the chosen variables of interest by integrating and interlinking structural holes theory to explain how individuals through impression management develop social capital and achieve career success. This is significant because research has yet to explore and identify the positive use of impression management and the bright side of dark triad personality traits that can affect individual’s career positively. In addition, the field of career success is underexplored. Thus, there was a need to explore the underexplored but potentially thought-provoking, new or alternative approaches that play vital role in predicting career success (Spurk *et al.*, 2019). Also, several different mediating mechanisms predicting career success are the area of interest for researchers (Spurk *et al.*, 2019). There is a lack of research study that could study the achievement and dealing with career success through career counselling or mentorship (Spurk *et al.*, 2019).

Considering the prevailing interest of researchers in the field of impression management and the dark triad personality, this is surprising that in past, limited research studies had been conducted linking the bright side of the dark triad and discretionary behaviours (Spain *et al.*, 2014) and other positive related outcomes in the workplace. Previously, the traits of dark triad were examined separately despite the covariance among them (Jonason *et al.*, 2012). There

was a need to explore the situational and target characteristics that impact impression management effectiveness (Bourdage *et al.*, 2017). There is a need to determine the social capital framework, the outcomes of social capital and the association between human capital and social capital (Suseno & Rowley, 2016). Researchers have called attention to consider the constructs that may help to elucidate the relationship between social capital and career success (Ouerdian & Mansour, 2019).

The purpose of this research is to utilize the structural holes theory as an overarching theory to support the bright side of impression management and dark triad and how it leads to career success through building social networks. This research study makes theoretical contribution to the literature, as it investigates the positive side of impression management and how an individual utilize his impression management skills and adopt it as a behaviour to build social capital and to attain network benefits which ultimately impact their career success. The mediating role of social capital is adding value to the literature as it is answering how social capital can lead to network benefits. Consequences of social capital and antecedents of career success are also explained. The role of social capital and network benefits is crucial in determining the outcomes. However, the bright side of dark triad personality also have role in impression management and building social capital. Within this framework, it is possible to assume that both impression management and social capital are very important to reach desired career objectives (career success).

3.1. Impression management

Individuals are concerned about the self-image and how others perceive them. Impression management enables individual to adapt to social standards, gain credit or stop blaming, retain or improve their self-image, and exercise power (Tedeschi, 2013). Impression management at workplace denotes such behaviours that individuals adopt to build, retain or transform the self-images and perceptions that others perceive about them (Bolino *et al.*, 2015). In past, the research scholars have examined the significance of impression management at workplace and its advantages and disadvantages in diverse work settings. There are five dimensions of impression management (Jones & Pittman, 1982) that includes exemplification, self-promotion, ingratiation, (positive dimensions of impression management), intimidation, and supplication (negative dimensions of impression management) (Bolino & Turnley, 1999). Exemplification is “an attempt to appear dedicated by going above and beyond the call of duty”. Ingratiation is “the use of flattery or doing favours for others in order to be viewed as likeable”. Self-promotion involves “the use of self-directed compliments in order to make the target view the self as competent”. Supplication “advertises the misgivings or shortcomings of an individual in an attempt to appear needy”. Lastly, intimidation is, “an attempt to be viewed as dangerous, coercive, or threatening”. Here, we have considered only the positive dimensions of impression management. Research studies have found that individuals behave, display or portray actions to transform their self-image and the perceptions about them in their networks (Bolino *et al.*, 2016).

A career refers to “the occupational positions a worker holds over time” (Dessler *et al.*, 2015). According to Arthur *et al.* (2005) career means “sequence of an employee’s work experience over years; the desirable outcome of this experience is called career success”. Whereas Dries (2011) defines it as “when employees succeed in achieving meaningful goals, they see themselves as successful”. Career success represents “the achievement of meaningful outcomes in an individual’s work overtime” (Arthur *et al.*, 2005). Career success is divided

into two categories. Subjective career success such as satisfaction, achievement and objective career success include increment, salary, promotion and role. Organizational commitment, job satisfaction and work engagement are positively associated with career success (Ballout, 2009). Findings of the previous empirical research direct that individual observes and is conscious about their self-image in the workplace (Smith & Webster, 2017), mainly when social factors may affect their career. Past research has found that people who are engaged in impression management receives benefits and rewards discordant with other members than those who are not engage in impression management. Also, impression management when used positively leads to better work performance (Guo *et al.*, 2019), thus contributing to career success.

Under the structural holes theory which posits that this is advantageous for ego to be associated or connected to different alters with in a social network. Thus, we argue that impression management through different mediating mechanism will affect an individual's career positively. Thus, it is proposed that:

Proposition 1: Impression management is positively related to career success.

3.2. Social capital

According to Nahapiet and Ghoshal (1998), social capital is composed of three distinct dimensions. These dimensions comprise of a structural dimension that depicts the flow and strength of relationships within the network. The structural dimension comprises the resources that enable or facilitate the communication, information sharing, and the degree to which the pattern of ties and networks within the organization facilitates others. The second dimension includes the cognitive dimension that denotes the “shared representations, interpretations, and systems of meaning among parties” (Nahapiet & Ghoshal, 1998). The cognitive dimension represents the shared values, purpose, beliefs and norms within the social network at workplace. Third dimension includes relational dimension that reflects the trust, commitment and obligations as a result of the sequence of the interaction.

Social capital at workplace provide network benefits in terms of access to information, material or monetary resources, projection, acceptability, mentorship or support within a network. Thus, successfully developing a social capital in the workplace has a vitality in getting network benefits and career success in terms of getting hired in an organization, building or maintaining a strong reputation (Diekmann *et al.*, 2015), receiving promotions (Blickle *et al.*, 2011), and proficiently utilizing the social network for personal and organizational benefit (Bolino *et al.*, 2015). Researchers have investigated the significance and usefulness of impression management. Similarly, it is important to understand impression management's behavioural, cognitive and other outcomes (e.g., Barsness *et al.*, 2015). Also, there was a need to explore and comprehend the factors that stimulates individual to engage in diversified pattern of ties, networks, or impression management (Bolino *et al.*, 2015). Individuals engage in impression management to form or retain their self-image in order to improve or grow their social capital (Baron & Markman, 2000), and avail mentorship, career enhancing sponsorship opportunities or resources (Wayne & Liden, 1995).

The benefits of building social capital may be wide and may involve capability to collect information, avail power related opportunities within social network and identification of novel opportunities (Adler & Kwon, 2002). Network benefits are the key variables in structural holes theory that include access to information, resources and career mentorship. These network

benefits are the effects of social capital that an individual built at workplace. Having an ease access to the information, support in terms of mentorship or sponsorship and access to other resources like funds, tools, supplies, and space may affect feelings like psychological empowerment (Spreitzer, 1996), control, autonomy, and competency (Gist & Mitchell, 1992). Thus, who feel greater psychological empowerment will feel more satisfied with his career progress. Also, having relevant information related to the organization helps an individual to attain the needed and required resources and in time. Thus, information opens avenues towards resources. These network benefits can be availed through advanced social capital. The scholars have identified a positive link between impression management and social networking (McAllister *et al.*, 2018). Thus, aligned with the structural holes theory that explains that an ego tied to different alters in a social network will have an easy access to three different types of network benefit.

It is argued that individuals through impression management build network of ties with different alters to get an easy access to different network benefits (access to information, resources, and sponsorship). Hence, it is hypothesized that:

Proposition 2a: Impression management is positively related to social capital.

Proposition 2b: Social capital mediates the relationship between impression management and network benefits.

3.3. Network benefits

In structural holes theory, social capital effects career related outcomes through several network benefits such as ease access to information, resources, and sponsorship. It is assumed that an employee's contact with members within functional department or other departments at workplace will provide access to information. Though, other functional departments may have other resources to provide but the resources available might not be as useful as the available information to be utilized and exchanged across the functional boundaries. In addition, the social capital at higher positions in the organization can provide network benefits and resources or sponsorship, thus effecting career as compared to the social capital on other hierarchical positions or in other functional departments.

Probably, the social capital available in the organization at high hierarchy that possess autonomy and authority may facilitate one in building, developing or strengthening one's career than other social capital at low hierarchy. The social capital at high hierarchy provides much relevant information and perspective about an organization that can be helpful for an individual at the time of career related decision making (Edstrom & Galbraith, 1977). Also, the social contacts at higher level (positions) have more authority to make decisions or allocate resources than the social contacts at low hierarchical position. Individuals with social power occupy more authority and control to influence or allocate resources. Also, there is a possibility that the social contacts may have affiliation with other social capital with social powers in the organization, thus, having easy and quick access to resources (Thompson, 1967). Hence, maintaining social and developmental ties with contacts at high hierarchy may facilitate an individual to avail network benefits and provision of career mentorship. Mentoring refers to "a developmental relationship in which a less experienced organization member receives help and guidance from a more experienced member whose intent is to improve the career opportunities and growth of the junior person" (Kram & Isabella, 1985).

Individuals are expected to pay attention to the workplace social situations and social networking. Individual builds social capital to avail the benefits associated with the networks. Thus, it will open avenues towards career success. Social networking will increase access to information, resources and career mentorship. High manager involvement or mentorship will provide knowledge and facilitate to improve the work-place skills of employees. Individuals strive to develop linkages to gather information, access to resources and mentorship to protect his or her career. They pretend to be helping and faithful. Thus, appearing to be faithful and altruistic is a significant behaviour that facilitates an individual to become a part of the organizational social structure or system (LePine *et al.*, 2002). Individuals utilize their social capital and make use of network benefits for goal setting, career opportunities and career success (Uppal, 2021, McAllister *et al.*, 2018). Hence, engagement in impression management is a manner through which individual can build or extend his or her social capital in order to have access to network benefits to achieve career success. Based on structural holes theory which posits that the social capital will lead to an individual's easy access to different network benefits which will ultimately lead to an individual's career success, it is argued that:

Proposition 3a: Social capital is positively related to network benefits.

Proposition 3b: Network benefit mediates the relationship between social capital and career success.

3.4. Career success

The research scholars have taken initiative and considered organizational, demographics, motivational, human capital, work-family, and other variables to develop career success models. Although, a variety of research has been done on the antecedents of career outcome, but the role of dark triad and impression management have not been fully explored. Importance of impression management cannot be ignored, and it is advised to build networks, thus, facilitating to achieve career related goals (e.g., Bolles, 1992). The organizational research takes into account both intrinsic and extrinsic career outcomes (Seibert *et al.*, 1999; Wayne *et al.*, 1999). Extrinsic career outcomes cover the objective and measurable achievements e.g., salary and promotions, whereas intrinsic career outcomes are subjective e.g., feelings of satisfaction, identification and accomplishments during a career. According to research scholars, cited constructs are related and distinct as well (Wayne *et al.*, 1999). Also, both constructs are imperative as together they represent both conventionally considered criteria of career success like salary, promotion, etc., and the subjective feelings of career success satisfaction, achievements, etc. (Seibert *et al.*, 1999).

There are two reasons to expect network benefits i.e., access to information and resources as an avenue to objective career success. Firstly, immense information or resources improves individual's work performance. Availability of information and provision of resources are the elements that develops a feeling of empowerment and a sense of belongingness in an individual thus, leading to increased motivation and improved work performance (e.g., Spreitzer, 1996). Burt (1992; 1997) claimed that individuals who are capable to utilize their positions within social networks as a boundary spanner, adds greater value to the organization. Indeed, uniqueness within the social network is linked to job performance (Sparrowe *et al.*, 2001). Thus, aligned with the assumptions of structural holes theory, we argue that:

Proposition 4: Network benefit is positively related to career success.

3.5. Dark triad

There are few reasons to assume that dark triad is related to impression management. For instance, individuals with high level of dark triad assume that they can take advantages by indulging themselves in impression management. Hence, individuals high on dark triad are “selfish” and non-altruistic (Konrath *et al.*, 2016; O'Boyle *et al.*, 2015). Thus, impression management may lead to numerous benefits. For instance, individual might expect reciprocity and realizes that impression management supports acceptability (Pontari & Schlenker, 2006) that enables power privilege (Schlenker, 1980), and expects that other resources and benefits can be accessed through self-image. Also, individuals with dark triad are less concerned about what is right or honesty (Muris *et al.*, 2017) and manipulates others. Considering this, individual high on dark triad assumes that they can benefit themselves more from impression management. Indeed, some dark triad seems to be linked with the benefits associated with impression management (Hart *et al.*, 2018).

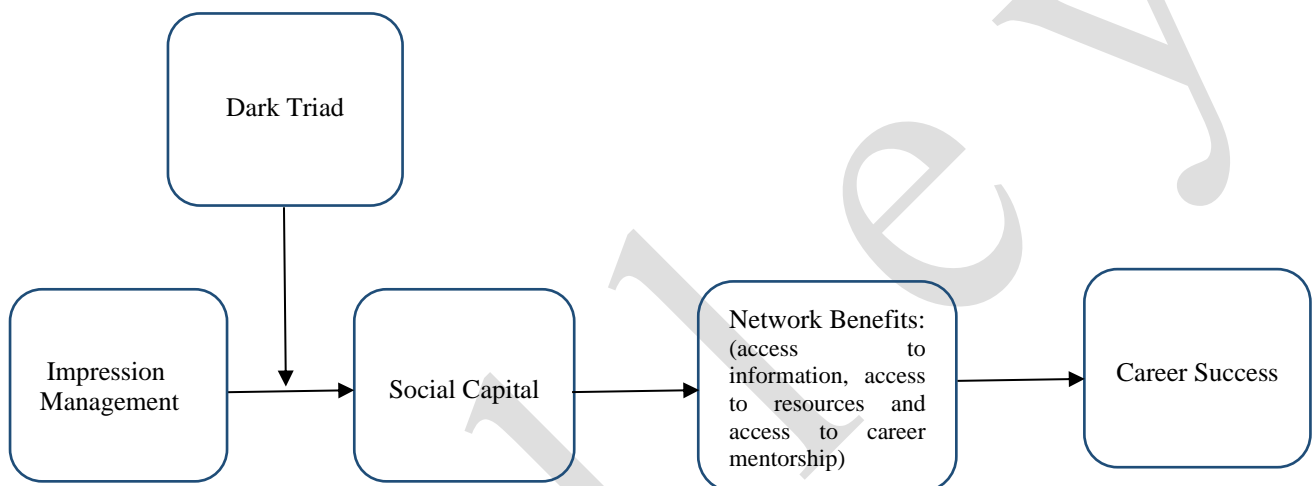
The dark triad refers to “a constellation of undesirable personality traits (i.e., narcissism, psychopathy, and Machiavellianism)”. It is in the limelight of the researchers. As, Machiavellians care about their career, and they manipulate others for their own benefit or cause (O'Boyle *et al.*, 2013), hence, it is assumed that individuals with dark triad will be involved in impression management. Although Machiavellians may find impression management as uninteresting, the concern for career success will be the reasons for engaging in impression management. It has been found in previous research studies that Machiavellians are involved in impression management to impress the target to achieve career success (Uppal, 2021, Blickle *et al.*, 2020). Good impression management will develop social capital and it will highlight different network benefits towards career success. Narcissist has a potential to become competent or at least appear competent at workplace. Also, narcissists are inclined towards self-promotion (Kowalski *et al.*, 2018) and expect appraisals too (Maccoby, 2000). This enables them to adapt to different circumstances at workplace. Thus, narcissists indulge themselves in impression management to build social capital. Appearing altruistic towards others and the organization possibly leads to recognition and admiration from other co-workers (Halbesleben *et al.*, 2010). Individuals with psychopathy traits involve themselves in impression management for their personal benefits. Individuals high in psychopathy exhibit strong communication skills in social settings and are politically astute (Babiak, 2007). They perceive that establishing ties and facilitating others at workplace is socially beneficial. Besides this, engaging in helping behaviour enables an individual to be a part of social or political gatherings within organization and also promotes goodwill.

For individuals with dark triad, impression management brings distinctive opportunity to take advantage from being indulged in impression management and to maintain or build ties with other friends or colleagues and to resolve their issues with rivals (Kessler *et al.*, 2010). Assuming their aggressive and antagonistic nature, dark triad personalities tend to irritate or create trouble for others (Furnham *et al.*, 2013), thus, resulting in the increased number of rivals. However, as individual with dark triad has to fulfil his or her interest and also for the personal benefits, he or she maintains some level of amicability in the social circle. Thus, the dark triad is related to be a part of alliance to avail associated benefits (Jonason *et al.*, 2012) and portraying a charismatic image (Jonason *et al.*, 2012). Based on structural holes theory, it is argued that the dark triad is related to enhanced application of impression management to build social networks for their personal benefits (McAllister *et al.*, 2018). Thus, under structural holes theory, it is argued that as dark triad personalities have greater concern for their

career, therefore, they will tend to be involved in impression management to build and extend their social networks with different alters that will have a positive effect on their career success through network benefits.

Proposition 5: Dark triad moderate the relationship between impression management and social capital in such a way that the relationship will be stronger in presence of dark triad personality traits.

Figure 1: Conceptual framework of study; research model depicts a sequential mediation model considering social capital and network benefits as mediators and career success as an outcome. It also depicts dark triad as a moderator between impression management and social capital.



4. Conclusion

Impression management plays a crucial role in an individual's life because it affects an individual's career outcomes. Dark triad personality is famous for being manipulative and selfish. In this research study, we have discussed the positive role of impression management to develop social networks that will lead to three network benefits i.e., access to information, resources and sponsorship. These network benefits as a result will aid in career success. Individual who are high on dark triad, they are being having concern about their career, will indulge themselves in impression management to build high social networks and to privilege themselves with the network benefits, ultimately, enjoying fruitful career outcomes.

4.1. Practical and theoretical implications

This study adds value to the existing literature. This study seeks to identify the bright side and moderating role of dark triad towards impression management, and network benefits. The aim of this study was to study and supplement the literature on the positive role of impression management and to view the bright side of dark triad and its effect on career outcomes. Moreover, it has studied the impression management and its positive role towards career success. Social capital is studied as a contributor towards network benefits and career success. This research study offers useful insights for the practitioners as well. The employees should pursue social resources and develop social capital to achieve a greater career success. The

undesirable personality traits such as being self-directed or being other-oriented perfectionism are if adaptive or if combined with other personality traits, may have positive results. The managers should identify those personalities and should also try to recognize those traits that can be used as adaptive.

Organizations should facilitate informal and personal learning of both mentor and protégés where they can discuss with each other what they need to learn from other. Individuals should be provided mentorship and training programs to make an adaptive use of impression management without putting others in harm and maintain integrity. For organizations, our findings imply that impression management has a significant role in employee's career success, and individuals with dark triad can better utilize their personality traits by positively adopting impression management that will help them in building or maintaining social capital, thus, leading in achieving access to different network benefits within organization, affecting their career. It adds in the literature of impression management and career success, as this research study has taken the new outcomes of impression management and rarely considered antecedent of career success. Therefore, this study has peculiar distinction as compare to other studies. By taking dark triad as a moderator between impression management and social capital, this study contributes theoretically. It highlights the situation, under which dark triad can come up adaptive. This study promotes the bright side of dark triad, which if can be considered and utilized positively, can help in achieving positive career outcomes.

4.2. Limitations and future research suggestions

There are limitations that can serve as avenues for future research studies. Firstly, research is needed to determine the role of impression management during an interview or how it works for the new entrants in developing social capital and attaining mentorship affecting their career outcomes. In addition, a longitudinal research study can be conducted considering the studied variables of interest. Also, there is a need to explore other mediating mechanisms between impression management and career success. The antecedents of impression management and other outcomes of career success effecting employee wellbeing and health can be a focus of research. Besides this, other boundary conditions, personality traits, employee self-concept or other contextual factors can serve as a better option for future research. Moreover, there is a need to examine the role or location of contacts that affects access to information, resources, and sponsorship opportunities differently at different stages of a career. Also, future researchers can explore the type of mentoring provided by each mentor and under what kind of leadership style, individuals are more inclined towards impression management.

Declaration of conflict of interest

The author(s) declared no potential conflicts of interest(s) with respect to the research, authorship, and/or publication of this article.

Funding

The author(s) received no financial support for the research, authorship and/or publication of this article.

References

- Adler, P. S., & Kwon, S. W. (2002). Social capital: Prospects for a new concept. *Academy of Management Review*, 27(1), 17-40. <https://doi.org/10.5465/amr.2002.5922314>
- Arthur, M. B., Khapova, S. N., & Wilderom, C. P. (2005). Career success in a boundaryless career world. *Journal of Organizational Behaviour: The International Journal of Industrial, Occupational and Organizational Psychology and Behaviour*, 26(2), 177-202. <https://doi.org/10.1002/job.290>
- Babiak, P., Hare, R. D., & McLaren, T. (2007). *Snakes in suits: When psychopaths go to work*. New Harper.
- Ballout, H. I. (2009). Career commitment and career success: moderating role of self-efficacy. *Career Development International*. <https://doi.org/10.1108/13620430911005708>
- Barsness, Z. I., Diekmann, K. A., & Seidel, M. D. L. (2005). Motivation and opportunity: The role of remote work, demographic dissimilarity, and social network centrality in impression management. *Academy of Management Journal*, 48(3), 401-419. <https://doi.org/10.5465/amj.2005.17407906>
- Baron, R. A., & Markman, G. D. (2000). Beyond social capital: How social skills can enhance entrepreneurs' success. *Academy of Management Perspectives*, 14(1), 106-116. <https://doi.org/10.5465/ame.2000.2909843>
- Bereczkei, T., Birkas, B., & Kerekes, Z. (2010). The presence of others, prosocial traits, machiavellianism. *Social Psychology*. <https://doi.org/10.1027/1864-9335/a000032>
- Bourdage, J. S., Lee, K., Lee, J. H., & Shin, K. H. (2012). Motives for organizational citizenship behavior: Personality correlates and coworker ratings of OCB. *Human Performance*, 25(3), 179-200. <https://doi.org/10.1080/08959285.2012.683904>
- Bourdage, J. S., Roulin, N., & Levashina, J. (2017). Impression management and faking in job interviews. *Frontiers in psychology*, 8, 1294. <https://doi.org/10.3389/fpsyg.2017.01294>
- Boey, L., & Vantilborgh, T. (2016). A theoretical model relating the dark triad of personality to the content of employees' psychological contracts. *New Zealand Journal of Employment Relations*, 40(3), 44-66. <https://search.informit.org/doi/10.3316/informit.070710570150466>
- Bolino, M., Long, D., & Turnley, W. (2016). Impression management in organizations: Critical questions, answers, and areas for future research. *Annual Review of Organizational Psychology and Organizational Behaviour*, 3, 377-406. <https://doi.org/10.1146/annurev-orgpsych-041015-062337>
- Bolino, M. C., & Turnley, W. H. (1999). Measuring impression management in organizations: A scale development based on the Jones and Pittman taxonomy. *Organizational Research Methods*, 2(2), 187-206. <https://doi.org/10.1177/109442819922005>
- Bolles, R. N. (1992). *What color is your parachute?* Ten Speed Press.
- Blickle, G., Fröhlich, J. K., Ehlert, S., Pirner, K., Dietl, E., Hanes, T. J., & Ferris, G. R. (2011). Socioanalytic theory and work behaviour: Roles of work values and political skill in job performance and promotability assessment. *Journal of Vocational Behaviour*, 78(1), 136-148. <https://doi.org/10.1016/j.jvb.2010.05.010>
- Brud, P. P., Rogoza, R., & Ciecuch, J. (2020). Personality underpinnings of dark personalities: An example of Dark Triad and deadly sins. *Personality and Individual Differences*, 163, 110085. <https://doi.org/10.1016/j.paid.2020.110085>
- Burt, R. S. (1992). *Structural holes*. Harvard University. <https://doi.org/10.4159/9780674029095>

- Burt, R. S. (1997). The contingent value of social capital. *Administrative science quarterly*, 339-365. <https://doi.org/10.2307/2393923>
- Campbell, W. K., Reeder, G. D., Sedikides, C., & Elliot, A. J. (2000). Narcissism and comparative self-enhancement strategies. *Journal of Research in Personality*, 34(3), 329-347. <https://doi.org/10.1006/jrpe.2000.2282>
- Collewaert, V., Vanacker, T., Anseel, F., & Bourgois, D. (2021). The sandwich game: Founder CEOs and forecasting as impression management. *Journal of Business Venturing*, 36(1), 106075. <https://doi.org/10.1016/j.jbusvent.2020.106075>
- Coleman, J. S. (1990). *Foundations of social theory*. The Bellknap Press.
- Dessler, G., Cole, N. D., & Chhinzer, N. (2015). *Management of human resources: The essentials*. Pearson.
- Diekmann, C., Blickle, G., Hafner, K., & Peters, L. (2015). Trick or trait? The combined effects of employee impression management modesty and trait modesty on supervisor evaluations. *Journal of Vocational Behaviour*, 89, 120-129. <https://doi.org/10.1016/j.jvb.2015.05.002>
- Dries, N., Pepermans, R., Hofmans, J., & Rypens, L. (2009). Development and validation of an objective intra-organizational career success measure for managers. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 30(4), 543-560. <https://doi.org/10.1002/job.564>
- Edström, A., & Galbraith, J. R. (1977). Transfer of managers as a coordination and control strategy in multinational organizations. *Administrative Science Quarterly*, 22(2), 248-263. <https://doi.org/10.2307/2391959>
- Ellis, A. P., West, B. J., Ryan, A. M., & DeShon, R. P. (2002). The use of impression management tactics in structured interviews: A function of question type? *Journal of Applied Psychology*, 87(6), 1200. <https://doi.org/10.1037/0021-9010.87.6.1200>
- Furnham, A., Richards, S. C., & Paulhus, D. L. (2013). The dark triad of personality: A 10-year review. *Social and Personality Psychology Compass*, 7(3), 199-216. <https://doi.org/10.1111/spc3.12018>
- Gist, M. E., & Mitchell, T. R. (1992). Self-efficacy: A theoretical analysis of its determinants and malleability. *Academy of Management Review*, 17(2), 183-211. <https://doi.org/10.5465/amr.1992.4279530>
- Guo, S., Liu, Y., Wang, Y., Li, L. M. W., & Gao, D. G. (2019). Impression management in predicting social stress and adaptive work behaviours. *International Journal of Stress Management*. <https://doi.org/10.1037/str0000143>
- Gunnthorsdottir, A., McCabe, K., & Smith, V. (2002). Using the Machiavellianism instrument to predict trustworthiness in a bargaining game. *Journal of Economic Psychology*, 23(1), 49-66. [https://doi.org/10.1016/S0167-4870\(01\)00067-8](https://doi.org/10.1016/S0167-4870(01)00067-8)
- Hador, B. B. (2016). How intra-organizational social capital influences employee performance. *Journal of Management Development*, 35(9), 1119-1133. <https://doi.org/10.1108/JMD-12-2015-0172>
- Halbesleben, J. R., Bowler, W. M., Bolino, M. C., & Turnley, W. H. (2010). Organizational concern, prosocial values, or impression management? How supervisors attribute motives to organizational citizenship behaviour. *Journal of Applied Social Psychology*, 40(6), 1450-1489. <https://doi.org/10.1111/j.1559-1816.2010.00625.x>
- Hart, W., Richardson, K., & Tortoriello, G. K. (2018). Meet your public relations team: People with dark traits may help you manage your image. *Personality and Individual Differences*, 134, 164-173. <https://doi.org/10.1016/j.paid.2018.06.019>

- Hagtvedt, L. P., Dossinger, K., Harrison, S. H., & Huang, L. (2019). Curiosity made the cat more creative: Specific curiosity as a driver of creativity. *Organizational Behaviour and Human Decision Processes*, *150*, 1-13. <https://doi.org/10.1016/j.obhdp.2018.10.007>
- Heslin, P. A. (2003). Self-and other-referent criteria of career success. *Journal of Career Assessment*, *11*(3), 262-286. <https://doi.org/10.1177/1069072703254500>
- Jones, E. E., & Pittman, T. S. (1982). Toward a general theory of strategic self-presentation. *Psychological Perspectives on the Self*, *1*(1), 231-262. https://web.mit.edu/curhan/www/docs/Articles/15341_Readings/Rqd_rdngs_due_at_first_class/2Jones%20&%20Pittman%201982.pdf
- Jones, D. N., & Paulhus, D. L. (2014). Introducing the short dark triad (SD3) a brief measure of dark personality traits. *Assessment*, *21*(1), 28-41. <https://doi.org/10.1177/1073191113514105>
- Jones, D. N., & Paulhus, D. L. (2011). The role of impulsivity in the Dark Triad of personality. *Personality and Individual Differences*, *51*(5), 679-682. <https://doi.org/10.1016/j.paid.2011.04.011>
- Jones, D. N., & Paulhus, D. L. (2010). Different provocations trigger aggression in narcissists and psychopaths. *Social Psychological and Personality Science*, *1*(1), 12-18. <https://doi.org/10.1177/1948550609347591>
- Jones, D. N., & Paulhus, D. L. (2009). Machiavellianism. In M. R. Leary & R. H. Hoyle (Eds.), *Handbook of individual differences in social behaviour* (pp. 93-108). The Guilford.
- Jonason, P. K., & Sherman, R. A. (2020). Personality and the perception of situations: The Big Five and Dark triad traits. *Personality and Individual Differences*, *163*, 110081. <https://doi.org/10.1016/j.paid.2020.110081>
- Jonason, P. K., Slomski, S., & Partyka, J. (2012). The dark triad at work: How toxic employees get their way. *Personality and Individual Differences*, *52*(3), 449-453. <https://doi.org/10.1016/j.paid.2011.11.008>
- Jones, D. N., & Figueredo, A. J. (2013). The core of darkness: Uncovering the heart of the dark triad. *European Journal of Personality*, *27*(6), 521-531. <https://doi.org/10.1002/per.1893>
- Kessler, S. R., Bandelli, A. C., Spector, P. E., Borman, W. C., Nelson, C. E., & Penney, L. M. (2010). Re-examining Machiavelli: A three-dimensional model of Machiavellianism in the workplace. *Journal of Applied Social Psychology*, *40*(8), 1868-1896. <https://doi.org/10.1111/j.1559-1816.2010.00643.x>
- Kiazad, K., Kraimer, M. L., Seibert, S. E., & Sargent, L. (2020). Understanding organizational embeddedness and career success: Who and what you know. *Journal of Organizational Behavior*, *41*(7), 678-693. <https://doi.org/10.1002/job.2464>
- Knoke, D., & Kuklinski, J. H. (1982). *Network Analysis*. (Quantitative Applications in the Social Sciences; Vol. 28). SAGE Publishing.
- Kowalski, C. M., Rogoza, R., Vernon, P. A., & Schermer, J. A. (2018). The Dark triad and the self-presentation variables of socially desirable responding and self-monitoring. *Personality and Individual Differences*, *120*, 234-237. <https://doi.org/10.1016/j.paid.2017.09.007>
- Konrath, S., Ho, M. H., & Zarins, S. (2016). The strategic helper: Narcissism and prosocial motives and behaviors. *Current Psychology*, *35*(2), 182-194. <https://doi.org/10.1007/s12144-016-9417-3>
- Kram, K. E., & Isabella, L. A. (1985). Mentoring alternatives: The role of peer relationships in

- career development. *Academy of Management Journal*, 28(1), 110-132. <https://doi.org/10.5465/256064>
- LePine, J. A., Erez, A., & Johnson, D. E. (2002). The nature and dimensionality of organizational citizenship behaviour: A critical review and meta-analysis. *Journal of Applied Psychology*, 87(1), 52-65.
- Li, Y., Chen, H., Liu, Y., & Peng, M. W. (2014). Managerial ties, organizational learning, and opportunity capture: A social capital perspective. *Asia Pacific Journal of Management*, 31(1), 271-291. <https://doi.org/10.1007/s10490-012-9330-8>
- Maccoby, M. (2000). Narcissistic Leaders. *Harvard Business Review*, 78(1), 69. <https://hbr.org/2004/01/narcissistic-leaders-the-incredible-pros-the-inevitable-cons>
- McAllister, C. P., Ellen III, B. P., & Ferris, G. R. (2018). Social influence opportunity recognition, evaluation, and capitalization: Increased theoretical specification through political skill's dimensional dynamics. *Journal of Management*, 44(5), 1926-1952. <https://doi.org/10.1177/0149206316633747>
- Muris, P., Merckelbach, H., Otgaar, H., & Meijer, E. (2017). The malevolent side of human nature: A meta-analysis and critical review of the literature on the dark triad (narcissism, Machiavellianism, and psychopathy). *Perspectives on Psychological Science*, 12(2), 183-204. <https://doi.org/10.1177/1745691616666070>
- Nahapiet, J., & Ghoshal, S. (1998). Social capital, intellectual capital, and the organizational advantage. *Academy of Management Review*, 23(2), 242-266. <https://doi.org/10.5465/amr.1998.533225>
- O'Boyle, E. H., Forsyth, D., Banks, G. C., & Story, P. A. (2013). A meta-analytic review of the Dark Triad–intelligence connection. *Journal of Research in Personality*, 47(6), 789-794.
- O'Boyle, E. H., Forsyth, D. R., Banks, G. C., Story, P. A., & White, C. D. (2015). A meta-analytic test of redundancy and relative importance of the dark triad and five-factor model of personality. *Journal of Personality*, 83(6), 644-664. <https://doi.org/10.1111/jopy.12126>
- Ouerdian, E. G. B., & Mansour, N. (2019). The relationship of social capital with objective career success: the case of Tunisian bankers. *Journal of Management Development* <https://doi.org/10.1108/JMD-09-2018-0257>
- Paal, T., & Bereczkei, T. (2007). Adult theory of mind, cooperation, Machiavellianism: The effect of mindreading on social relations. *Personality and Individual Differences*, 43(3), 541-551. <https://doi.org/10.1016/j.paid.2006.12.021>
- Paunonen, S. V., Lönnqvist, J. E., Verkasalo, M., Leikas, S., & Nissinen, V. (2006). Narcissism and emergent leadership in military cadets. *The Leadership Quarterly*, 17(5), 475-486. <https://doi.org/10.1016/j.leaqua.2006.06.003>
- Pontari, B. A., & Schlenker, B. R. (2006). Helping friends manage impressions: We like helpful liars but respect non-helpful truth tellers. *Basic and Applied Social Psychology*, 28(2), 177-183. https://doi.org/10.1207/s15324834basp2802_7
- Raja, U., Bouckennooghe, D., Syed, F., & Naseer, S. (2018). Interplay between PO fit, transformational leadership and organizational social capital. *Personnel Review*. <https://doi.org/10.1108/PR-07-2016-0161>
- Rosenfeld, P., Giacalone, R. A., & Riordan, C. A. (1995). *Impression management in organizations*. Routledge.
- Savard, C., Simard, C., & Jonason, P. K. (2017). Psychometric properties of the French-Canadian version of the dark triad dirty dozen. *Personality and Individual Differences*, 119, 122-128. <https://doi.org/10.1016/j.paid.2017.06.044>

- Seibert, S. E., Crant, J. M., & Kraimer, M. L. (1999). Proactive personality and career success. *Journal of Applied Psychology, 84*(3), 416. <https://doi.org/10.1037/0021-9010.84.3.416>
- Seibert, S. E., Kraimer, M. L., Holtom, B. C., & Pierotti, A. J. (2013). Even the best laid plans sometimes go askew: Career self-management processes, career shocks, and the decision to pursue graduate education. *Journal of Applied Psychology, 98*(1), 169. <https://doi.org/10.1037/a0030882>
- Shockley, K. M., Ureksoy, H., Rodopman, O. B., Poteat, L. F., & Dullaghan, T. R. (2016). Development of a new scale to measure subjective career success: A mixed-methods study. *Journal of Organizational Behaviour, 37*(1), 128-153. <https://doi.org/10.1002/job.2046>
- Schlenker, B. R. (1980). *Impression management* (Vol. 222). Monterey, CA: Brooks/Cole.
- Schyns, B. (2015). Dark Personality in the Workplace: Introduction to the Special Issue. *Applied Psychology, 64*(1), 1-14. <https://doi.org/10.1111/apps.12041>
- Smale, A., Bagdadli, S., Cotton, R., Dello Russo, S., Dickmann, M., Dysvik, A., & Unite, J. (2019). Proactive career behaviors and subjective career success: The moderating role of national culture. *Journal of Organizational Behaviour, 40*(1), 105-122. <https://doi.org/10.1002/job.2316>
- Smith, M. B., & Webster, B. D. (2017). A moderated mediation model of Machiavellianism, social undermining, political skill, and supervisor-rated job performance. *Personality and Individual Differences, 104*, 453-459. <https://doi.org/10.1016/j.paid.2016.09.010>
- Spain, S. M., Harms, P., & LeBreton, J. M. (2014). The dark side of personality at work. *Journal of Organizational Behaviour, 35*(S1), S41-S60. <https://doi.org/10.1002/job.1894>
- Sparrowe, R. T., Liden, R. C., Wayne, S. J., & Kraimer, M. L. (2001). Social networks and the performance of individuals and groups. *Academy of Management Journal, 44*(2), 316-325. <https://doi.org/10.5465/3069458>
- Spreitzer, G. M. (1996). Social structural characteristics of psychological empowerment. *Academy of Management Journal, 39*(2), 483-504. <https://doi.org/10.5465/2567891>
- Spurk, D., Hirschi, A., & Dries, N. (2019). Antecedents and outcomes of objective versus subjective career success: Competing perspectives and future directions. *Journal of Management, 45*(1), 35-69. <https://doi.org/10.1177/0149206318786563>
- Suseno, Y., & Rowley, C. (2016). Call for papers Asia Pacific Business review special issue: Social capital application & outcomes: Service firms in the Asia Pacific Region. <https://www.anzam.org/wp-content/uploads/2015/08/CfP-Special-Issue-APBR.pdf>
- Sullivan, S. E., & Baruch, Y. (2009). Advances in career theory and research: A critical review and agenda for future exploration. *Journal of Management, 35*(6), 1542-1571. <https://doi.org/10.1177/0149206309350082>
- Tedeschi, J. T. (Ed.). (2013). *Impression management theory and social psychological research*. Academic Press.
- Thompson, R. F. (1967). *Foundations of physiological psychology*. Harper and Row
- Uppal, N. (2021). How Machiavellianism engenders impression management motives: The role of social astuteness and networking ability. *Personality and Individual Differences, 168*, 110314. <https://doi.org/10.1016/j.paid.2020.110314>
- Wang, S., Guidice, R., Zhou, Y., & Wang, Z. M. (2017). It's more complicated than we think: The implications of social capital on innovation. *Asia Pacific Journal of Management, 34*(3), 649-674. <https://doi.org/10.1007/s10490-016-9491-y>

- Wayne, S. J., Liden, R. C., Kraimer, M. L., and Graf, I. K. (1999). The role of human capital, motivation and supervisor sponsorship in predicting career success. *Journal of Organizational Behaviour*, 20(5), 577-595. [https://doi.org/10.1002/\(SICI\)1099-1379\(199909\)20:5<577::AID-JOB958>3.0.CO;2-0](https://doi.org/10.1002/(SICI)1099-1379(199909)20:5<577::AID-JOB958>3.0.CO;2-0)
- Wayne, S. J., & Liden, R. C. (1995). Effects of impression management on performance ratings: A longitudinal study. *Academy of Management Journal*, 38(1), 232-260. <https://doi.org/10.5465/256734>
- Wilson, D. S., Near, D., & Miller, R. R. (1996). Machiavellianism: a synthesis of the evolutionary and psychological literatures. *Psychological Bulletin*, 119(2), 285-299. <https://doi.org/10.1037/0033-2909.119.2.285>
- Wulani, F., Handoko, T. H., & Purwanto, B. M. (2021). Supervisor-directed OCB and deviant behaviors: the role of LMX and impression management motives. *Personnel Review*. <https://doi.org/10.1108/PR-06-2020-0406>
- Zettler, I., & Solga, M. (2013). Not enough of a 'dark' trait? Linking Machiavellianism to job performance. *European Journal of Personality*, 27(6), 545-554. <https://doi.org/10.1002/per.1912>