



The effect of dark triad leadership on emotional manipulation: The role of gender as moderator

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ABSTRACT

Background: Emotional intelligence is vital in organizations, but it can also lead to negative behaviors like emotional manipulation. This manipulation is linked to dark triad leadership (narcissism, machiavellianism, and psychopathy) and gender differences. Previous studies have shown inconsistent findings on how emotional manipulation relates to these traits and the role of gender, with some suggesting men are more prone to emotional manipulation. **Methods:** This study tests the effects of narcissism, machiavellianism, and psychopathy on emotional manipulation and examines gender as a moderator. Participants included 216 individuals from various organizations in Indonesia who were over 18 and had subordinates. The study used the Short Dark Triad (SD3) and Emotional Manipulation Scale (EMS), with data analyzed through multiple linear regression and Hayes' regression model 1. **Findings:** The results showed that only machiavellianism and psychopathy significantly influenced emotional manipulation, while narcissism did not. Gender did not moderate the relationship between dark triad leadership and emotional manipulation. **Conclusion:** The study highlights that only certain dark triad traits contribute to emotional manipulation, and gender does not influence this relationship. **Novelty/Originality of the Study:** This research offers a clearer understanding of how specific dark triad traits influence emotional manipulation in the workplace, with gender playing no moderating role. It challenges previous assumptions about gender differences in emotional manipulation, providing new insights for leadership studies.

KEYWORDS: gender; dark triad leadership; emotional manipulation; moderator.

1. Introduction

Considering the diverse impacts of emotional intelligence usage, several studies (Hyde et al., 2020; Hyde & Grieve, 2018) have found that good emotional intelligence skills may also facilitate undesirable work behaviors, such as emotional manipulation. The emotional manipulation referred to involves malicious (e.g., making others feel guilty) and disingenuous (e.g., persuading individuals to follow what you say) behaviors (Hyde & Grieve, 2018). Emotional manipulation is also observed more prominently in certain job positions, one of which is school leadership (Hyde & Grieve, 2018). In their study, Berkovich & Eyal (2016) outlined the forms of positive and negative emotional manipulation carried out by school leaders. An example of negative emotional manipulation by a school leader towards teachers is inciting professional conflicts between two teachers to accuse them of unprofessional behavior and irresponsibility, ultimately leading them to seek the school leader's solution as a middle ground (Berkovich & Eyal, 2016). Meanwhile, a form of positive emotional manipulation by school leaders is shaping emotions such as pride to validate the

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ego of the targeted individual to promote the manipulator's hidden agenda (Berkovich & Eyal, 2016). Stengel (2000) as cited in Berkovich & Eyal (2016) argued that praise and flattery can be used instrumentally to stimulate positive emotions to promote the manipulator's goals. Li et al. (2018) as cited in McDermott (2020) argued that there is also a tendency for emotional manipulation in politics, where leaders have more opportunities to manipulate and deceive followers for their own benefit in both large and small-scale settings.

In the study by Hyde & Grieve (2014), several predictors of emotional manipulation are mentioned, including gender and age. This is supported by Aftab & Malik (2021), who found that young adults are more likely to exhibit moral disengagement behaviors to manipulate emotions compared to older adults. However, gender is the only significant predictor (Hyde & Grieve, 2014). Furthermore, Hyde & Grieve (2018) feel that further research on emotional manipulation in the workplace is needed, as there is a possibility that some of the counterproductive work behaviors studied so far are operationalized forms of emotional manipulation. Examples mentioned include making demeaning and undermining statements, especially to subordinates (Hyde & Grieve, 2018). The presence of these behaviors in various settings presents challenges for all workplaces (Hyde & Grieve, 2018). Specifically, when the presence of manipulative behavior is suspected, it would be better to be aware that manipulation in the workplace can be done openly (malicious) or covertly (disingenuous) (Hyde & Grieve, 2018). Therefore, further research on the nature of emotional manipulation in the workplace can provide useful information for developing conflict management strategies that may arise from employees with manipulative characteristics (Hyde & Grieve, 2018). Hyde et al. (2020) also add that it is important to expand understanding of how emotional manipulation works in the workplace, considering its inherently negative nature. McDermott (2020) in his study explains emotional manipulation in the context of leadership, where according to him, many leaders do not serve their followers as much as they influence them through strategic emotional manipulation and their social identity for their own benefit. More specifically, skilled leaders can utilize emotional manipulation mechanisms and identity fusion to attract and mobilize followers who may be suspicious of exploitation, enabling group benefits from large-scale cooperation towards common goals (McDermott, 2020). As an example, while emotional manipulation may offer viable solutions to organizational challenges by promoting and maintaining solidarity within groups, it simultaneously fosters intergroup hostility and generates hostile opposition to external groups (McDermott, 2020).

In their study, Grieve et al. (2019) also mentioned several predictors of emotional manipulation regarding gender, including narcissistic traits, Machiavellianism, aggression, control tendencies, insincerity, and psychopathy. Some studies, including Fernández-Berrocal et al. (2012), show that women have higher emotional intelligence than men. It has also been found that emotional intelligence acts as a suppressor variable in women, indicating the potential for systematic differences in predicting emotional manipulation as a function of gender (Grieve et al., 2019). However, contrary to previous findings, the study by Grieve et al. (2019) states that men are more vulnerable to emotional manipulation than women. Hyde & Grieve (2018) add the context that men are generally more susceptible to emotional manipulation than women in both daily life and work settings. The higher level of emotional manipulation in men in the workplace compared to women supports social role theory regarding gender differences, where agentic traits (such as dominance and assertiveness) are characteristic of men, while communal traits (such as kindness and sensitivity) are more typical of women (Eagly et al., 2000, as cited in Hyde & Grieve, 2018).

When associated with leadership positions in general, gender differences in emotional manipulation can be seen in the effectiveness or success of emotional entrepreneurship in men and women based on the authenticity of their identity signals, and the types of topics they are associated with (McDermott, 2020). For example, a woman who has been attacked or harmed is likely to be a more effective defender of women's rights compared to a man (McDermott, 2020). Whereas a man with a noted feminist record might be more effective when he takes charge in combat (McDermott, 2020). In other words, leaders benefit when

they have the ability to be socially identity entrepreneurs because such strategies allow a leader to set the agenda with full support from like-minded followers (McDermott, 2020). McColl-Kennedy & Anderson (2005) in their study state that the focus of female managers is on participating in relationships, mutuality, interdependence, and collectivism compared to masculinity, which tends to focus on self-satisfaction, autonomy, competition, and independence. This statement is aligned with the study by Hyde et al. (2020), indicating that emotional manipulation exhibited by women tends to be more directed towards broader deceit (e.g., interpersonal relationships), while emotional manipulation tends to be higher in men who are motivated to achieve goals. As the study on emotional manipulation published by Austin et al. (2007) suggests, according to Grieve et al. (2019), further studies on this matter, especially regarding gender differences, are needed.

Jonason et al. (2012) state that among the various studies on emotional manipulation, few delve into how individuals with dark triad traits can thrive in an organization. Therefore, Jonason feels that further studies on dark triad leadership and emotional manipulation, especially within organizations, are necessary. One study that discusses dark triad leadership in the organizational context is by Furtner et al. (2017). In their study, they explain the use of dark triad personality for leadership development, where narcissism, Machiavellianism, and psychopathy are stable personalities that should be targeted in the leader selection process. Knowledge of the pros (adaptive advantages) and cons (maladaptive disadvantages) of dark triad traits can be highly useful for leadership development and training programs (Furtner et al., 2017). In the workplace, narcissism is positively related to salary, Machiavellianism to leadership positions and career satisfaction, and only psychopathy is negatively associated with all career outcomes (Spurk et al., 2016). According to Hodson et al. (2009), all three traits of the dark triad are related to the desire for power and social dominance orientation. Social dominance orientation here refers to individuals tending to control conversations and exert pressure on others (Furtner et al., 2017).

More specifically, narcissistic leadership is seen as characterized by arrogance, dominance, authoritarianism, sensitivity to criticism, and lack of empathy (Furtner et al., 2017). However, on the positive side, leaders with narcissistic traits have charisma, enjoy daring actions, exhibit high leadership and organizational performance, and are innovative (Judge et al., 2009). Machiavellian leadership usually entails giving more orders, showing greater responsiveness to situational demands, displaying a more participative style in unfavorable conditions, being highly manipulative and dishonest, and consistently showing little concern for the feelings of their group members. They also exhibit extrinsic motivation to lead, which reduces the intrinsic work motivation of followers (Furtner et al., 2017). However, the positive aspect is that Machiavellian leaders are highly strategic in their thinking and capable of directing power dynamics within their business or organization (Furtner et al., 2017).

Lastly, psychopathic leadership has various ways to achieve their goals within the organization. One of them is forming alliances with promoters while simultaneously opposing anything they perceive as obstacles to career success (Furtner et al., 2017). Psychopathic leadership is also highly selective in choosing their followers, who must pay absolute loyalty to them. This is because the suitability and dependence of subordinates will play a crucial role in the success of psychopathic leadership (Furtner et al., 2017). Adding to Furtner et al. (2017), leaders with psychopathy also tend to be unpredictable, lack empathy, paranoid, and even frightening. However, the positive side is that they are quite communicative and bold in taking risks (Furtner et al., 2017).

Reviewing previous studies examining the relationship between the dark triad and emotional manipulation, one of them yielded results indicating that individuals with emotional manipulative tendencies are associated with one of the dark triad traits, namely Machiavellianism (Austin et al., 2007). Furthermore, the results of the study by Austin et al. (2014) showed that individuals with high levels of Machiavellianism, narcissism, and psychopathy tend to perceive themselves as more capable of emotionally manipulating

others by sabotaging moods (e.g., criticizing others) and employing less authentic strategies (e.g., flattery and sulking).

When detailed in the context of the workplace, psychopathic traits impact the use of "rough" manipulative tactics (e.g., threat of punishment and manipulation of people and situations), narcissistic traits correlate with "subtle" manipulative tactics (e.g., promise of reward and praise), and highly Machiavellian individuals will employ both rough and subtle tactics (Jonason et al., 2012, as cited in Hyde et al., 2020). Rough tactics essentially involve tactics where the user imposes their will on others, and generally, rough tactics are described as "pushy" (Jonason et al., 2012). Conversely, subtle tactics are designed to convince the target that it is in their best interest to engage in the advocated behavior (Jonason et al., 2012).

According to Jonason et al. (2012), in negotiations, rough tactics can be quite useful in getting something done within its deadline, such as a construction project. Meanwhile, subtle tactics can be used in the form of more subtle influence where the target genuinely changes their mind through the use of reasoning, such as adopting an all-digital work system (Jonason et al., 2012). As for studies addressing the relationship between emotional manipulation and dark triad leadership, it is evident in leaders with Machiavellianism, as Judge et al. (2009) in Furtner et al. (2017) mention that Machiavellian leaders possess excellent negotiation skills. However, there is also a negative side to Machiavellian leaders, as they are highly manipulative and dishonest. They exhibit extrinsic motivation to lead by reducing the intrinsic work motivation of followers, which tendency should be avoided.

A previous study similar to this research discussed the relationship between the dark triad and emotional manipulation, namely Hyde et al. (2020), which showed that all three dark triad traits (Machiavellianism, narcissism, and psychopathy) positively correlate with emotional manipulation. To elaborate further, in women, emotional manipulation significantly correlates positively with Machiavellianism (0.34), psychopathy (0.34), and weakly with narcissism (0.25) (Hyde et al., 2020). Meanwhile, in men, it was found that Machiavellianism and narcissism positively correlate with emotional manipulation (0.37; 0.30), and psychopathy weakly correlates (0.28) (Hyde et al., 2020). However, this study used bivariate correlations, which was one of its limitations. This is due to the multitude of statistical techniques used, which distort the meaning of post-analysis variables (Hyde et al., 2020). Additionally, the study used The Dirty Dozen measure, which according to Le Breton et al. (2018), received criticism for its excessively brief items (four items per trait) and lower validity compared to the Short Dark Triad measure. Furthermore, several studies mentioned earlier predominantly used samples from Western countries, so their results cannot be generalized to other states.

Previous studies on emotional manipulation can be considered inconclusive, as some studies show positive correlations with all three dark triad traits (Hyde et al., 2020; Jonason et al., 2012), while others only show correlation with one dark triad trait, whether it be Machiavellianism alone (Austin et al., 2007; Hyde & Grieve, 2018) or psychopathy alone (Grieve et al., 2019). Moreover, previous research also indicates that men are stronger in displaying dark triad traits and emotional manipulation compared to women (Hyde & Grieve, 2018; Hyde et al., 2020). However, no studies have yet examined the relationship between dark triad leadership and emotional manipulation with gender as a moderating variable. Therefore, it is not yet known whether the presence of gender will positively influence the relationship between dark triad and emotional manipulation, or even the opposite.

1.1 Emotional manipulation

Emotional manipulation is defined as the ability to influence the feelings and behaviors of others for one's own benefit (Austin et al., 2007). Since the term emotional manipulation was first mentioned in the study by Austin et al. (2007), this research adopts the definition of emotional manipulation proposed by Austin et al. (2007). The study by Hyde & Grieve (2014) identified gender and age as predictors of emotional manipulation. However, among

these, gender emerges as a significant predictor. Consistent with the earlier statement, Aftab & Malik (2021) found in their study that younger adults are more likely to exhibit moral release behaviors to manipulate emotions compared to older adults. According to Hyde & Grieve (2018), examples of emotional manipulation include making others feel guilty and persuading them to follow what the manipulator says. Buss et al. (1987) outlined the impacts of emotional manipulation: (a) behavioral inducements (tactics used to make others do something) and (b) behavioral cessation (tactics used to make others stop doing something).

1.2 Dark triad leadership

Quoting Robbins & Judge (2017), leadership is defined as the ability to influence a team to achieve a vision or goal. According to Furtner et al. (2017), there is actually no specific definition of dark triad leadership, but it is beneficial to explore the darker side of leadership. This research will utilize the dark triad theory proposed by Jones & Paulhus (2014), who developed the Short Dark Triad measure. However, in their study, Jones & Paulhus still rooted their theory in the respective dark triad traits. For instance, Machiavellianism draws on the theory developed by Christie & Geis (1970). In summary, Machiavellianism appears as manipulative, unemotional, and calculating traits. The characteristics of narcissism refer to the study by Raskin & Hall (1979), which uses the DSM-III as a reference. As for explaining the psychopathy trait, Jones & Paulhus (2014) draw from studies by Hare & Neumann (2008), Hicks et al. (2007), Visser et al. (2010), among others. In essence, it explains that psychopathy traits are associated with criminal behavior. Burke (2006) in McCleskey (2013) mentioned several factors that could lead to the emergence of a dark triad leader, such as leaders who have reached the peak of development but fail to advance, leaders who experience demotion or termination of employment, or leaders who fail to achieve organizational goals unexpectedly. According to Volmer et al. (2016), it is possible that leaders with dark triad traits influence goals (such as salary and number of promotions), career success (such as career satisfaction), and employee well-being (such as emotional exhaustion and job satisfaction). Higgs (2009) suggests that the impact of poor leadership tends to be felt in the long term (weakening work morale and motivation of subordinates). According to Furnham (2010) in Furnham et al. (2013), high levels of dark triad traits, when combined with intelligence and physical attractiveness, can help individuals acquire leadership positions.

1.3 Gender

Newman (2002) considers the definition related to gender as a binary model, wherein there are only two "sexes" and two "genders," where "gender" must align with "sex" (Newman, 2002). Supporting this statement, Stoller (2020) also states that he prefers to use the term "sex" in a biological connotation, wherein there are only two sexes, namely, male and female. Stoller (2020) adds that gender behavior is the largest part learned since birth, plays a crucial role in work behavior, and is biologically marked, making it very difficult to separate gender and sex aspects from specific behavior. This research will utilize the theory from Stoller (2020). Based on the study by Hyde et al. (2020), men are more likely to exhibit emotionally manipulative behavior with a drive to achieve goals, while women tend to engage in broader deceptive tactics. Additionally, in the study by Jonason et al. (2012), it is stated that women tend to have lower levels of the dark triad compared to men, and as a result, they tend to use harsh manipulative tactics (assertiveness and direct manipulation) to achieve success in the workplace.

2. Methods

2.1 Research type and design

This research is included in the type of quantitative research with a non-experimental type, because the type of data produced is in the form of numbers which will then be processed statistically with the aim of testing the hypothesis. The researcher also did not manipulate the research participants. This research is also included in cross-sectional study research, which only takes data from respondents once.

2.2 Participant recruitment

Because this study aims to examine dark triad leadership, the characteristics of the sample to be taken refer to a leader, including: (1) aged 18 years and over; (2) currently joining an institution, organization, agency, or workplace; (3) having at least one subordinate. For example, a supervisor in a limited company. The selection of these criteria is based on the dark triad measurement tool items, one of which is "other people see me as a natural leader." However, due to some participants not meeting the criteria and filling out the questionnaire arbitrarily, elimination was conducted, resulting in 216 participants. This study utilized non-random sampling technique, specifically convenience sampling, as not all individuals have equal opportunity to participate. Participant selection was based on their convenience and availability to take part in the study.

2.3 Research instrument

This study utilizes the Short Dark Triad (SD3) measurement tool (Jones & Paulhus, 2014). The SD3 is the final version of the dark triad measurement tool, consisting of 27 items (LeBreton et al., 2018). The SD3 measurement tool also employs a Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). Measurement of emotional manipulation variables will utilize the Hyde & Grieve (2014) emotional manipulation measurement tool, which is an adaptation and modification of the 10-item scale by Austin et al. (2007). This measurement tool also uses a Likert scale ranging from 1 (never) to 5 (very often).

2.4 Research procedure

The research begins with a review of literature covering background information, current phenomena, supporting theories, and measurement instruments. Once the measurement items are established, they are incorporated into a Google Form platform and distributed through various social media channels, such as Instagram and WhatsApp, to assess readability. Subsequently, the actual data collection phase commences by distributing the questionnaire through multiple social media platforms, including Instagram, Facebook, Twitter, WhatsApp, and Line. After gathering responses from 358 participants, data are screened based on research criteria, resulting in 216 participants. Various analytical techniques employed include descriptive analysis, reliability and validity testing, normality testing, multicollinearity testing, multiple linear regression analysis, and Hayes model 1 regression analysis.

2.5 Relationship between variables and research hypotheses

The relationship between leaders with the dark triad and emotional manipulation can be seen from their similar characteristics, especially in the nature of Machiavellianism, namely having the ability to influence others. The construct of emotional manipulation is part of the nature of Machiavellianism, which according to the Abell et al. (2016) study, estimates that individuals with higher levels of Machiavellianism will be associated with the use of emotional manipulation. Not only Machiavellianism, psychopathy is also known to be

associated with the use of emotional manipulation for bad purposes, considering that primary psychopathy is characterized by malice, callousness, and deception (Levenson et al., 1995 in Grieve et al., 2019). In addition, secondary psychopathy is conceptually related to unpleasant and problematic behavior (Levenson et al., 1995 in Grieve et al., 2019).

The three dark triad traits have different characteristics. Starting from Machiavellianism which has been described by Christie & Geis (1970) in their book, one of which is a lack of attention to conventional morality (lying and cheating). Then, the characteristics of narcissistic traits are explained in the DSM-V section of Narcissistic Personality Disorder, one of which is having an excessive sense of self-awareness (eg, exaggerating achievements and talents, wanting to be recognized, but not having the appropriate achievements) (American Psychiatric Association, 2013). While the characteristics of psychopathy, are known to have high impulsiveness, low levels of empathy and anxiety, and tend to engage in violent behavior for certain purposes (Paulhus & Williams, 2002; Hare, 1993; Cornell, et al., 1966). Psychopathy is characterized by an individual's persistent disregard for social norms and values, irresponsibility, dishonesty, and shallow emotions (Cornell, et al., 1996). The nature of emotional manipulation in the study of Austin et al. (2007) is the ability to influence the feelings and behavior of other individuals for their own interests or benefits.

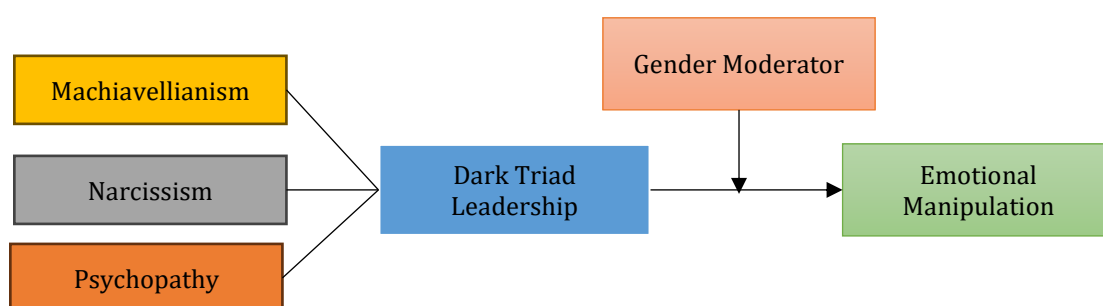


Fig. 1. The relationship between variables

The relationship between emotional manipulation and gender was found in the study by Grieve, et al. (2019), where men tend to show more emotional manipulation than women. In more detail, emotional manipulation in men is indicated by the drive to achieve goals, while in women it is more indicated for a broader tendency to deceive (Hyde, et al., 2020). Supporting previous studies, Hyde and Grieve (2018) also argue that men tend to display more emotional manipulation not only at work but also in everyday life. McColl-Kennedy and Anderson (2005) in their study stated that women's focus in leadership is on relationships and mutuality, in contrast to men who tend to focus on self-satisfaction, autonomy, competition and independence. Therefore, the latest study states that emotional manipulation tends to be higher in men who are motivated to achieve goals compared to women who are more used in interpersonal relationships. Furthermore, the relationship between variables in this study can be seen in Figure 1. Based on the research dynamics that have been described above, the hypothesis proposed by the researcher is as follows:

- H1: The dimension of narcissism has no influence on emotional manipulation.*
- H2: Machiavellianism dimension has a significant influence on emotional manipulation.*
- H3: Psychopathy dimension has a significant influence on emotional manipulation.*
- H4: Gender has a significant role as a moderator in the relationship between dark triad leadership and emotional manipulation.*

3. Results and Discussion

3.1 Descriptive analysis

It was found that the gender distribution was nearly balanced, with 100 male

participants and 116 female participants. The age range of participants varied from 18 to 57 years old, categorized into adolescents, young adults, and middle-aged adults. Additionally, the sample was collected from both Jabodetabek and non-Jabodetabek areas. In terms of organizational field, participants were classified into five categories based on Kayo (2011). Furthermore, the duration of participants' employment was grouped into < 3 years, 3-5 years, and >5 years. Researchers also categorized participants' positions into managerial and non-managerial roles. Moreover, based on the number of subordinates each participant had, the category with < 5 subordinates had the highest number of participants.

Table 1. Overview of research participants

Demographic aspects		Frequency	Percentage (%)
Gender	Man	100	46.3
	Woman	116	53.7
Age	11-20 years	11	3.4
	20-40 years	173	54.2
	40-65 years	32	10
Organizational fields	Students Association	1	0.5
	Service	156	72.2
	Manufacturing	37	17.1
	Raw material producers	6	2.8
	Etc	16	7.4
Working duration	<3 years	110	50.9
	3-5 years	25	11.6
	>5 years	81	37.5
Position	Managerial	159	73.6
	Non-managerial	57	26.4
Number of subordinates	<5 subordinates	94	43.5
	5-10 subordinates	45	20.8
	>10 subordinates	77	35.6

3.2 Measurement instrument test

In the SD3 instrument, there were 5 items with internal validity below 0.3. However, in the Emotional Manipulation Scale (EMS), no items had a crit value below 0.3. The reliability of the SD3 instrument with a total of 20 items was found to be 0.76 Cronbach's alpha. Meanwhile, the reliability value of the EMS instrument with 9 items was 0.86. This indicates that both instruments have good reliability for the research purposes (sufficient reliability).

3.3 General overview of participant scores

Based on the calculations using IBM SPSS Statistics Version 26.0, it is observed that the narcissism dimension score has a mean (M) of 23.51 and a standard deviation (SD) of 4.09. Additionally, the smallest narcissism score obtained is 13.00, and the largest score is 34.00. Moving on to the machiavellianism dimension, the mean is 20.53 with a standard deviation of 5.25, and the smallest and largest scores are 10.00 and 33.00, respectively (Table 2).

Table 2. Overview of Research Participant Scores

Score	N	Mark		M	SD
		Minimum	Maximum		
Total narcissism	216	13	34	23.51	4.09
Total Machiavellianism	216	10	33	20.53	5.26
Total psychopathy	216	6	26	13.88	4.03
Total ME	216	10	45	24.57	7.38

In the psychopathy dimension, the mean score is 13.88 with a standard deviation of 4.03. The smallest psychopathy score obtained is 6.00, and the largest is 26.00. Regarding the Emotional Manipulation score, the mean is 24.57 with a standard deviation of 7.38. The smallest Emotional Manipulation score is 10.00, and the largest is 45.00. The score descriptions of variables are also categorized into three groups: low, moderate, and high levels (Table 2).

3.4 Classical assumption tests – Normality, Multicollinearity, and Heteroscedasticity scatterplots

This study conducted a normality test with the aim of seeing the distribution of research data. This normality test was carried out using the One Sample Kolmogorov-Smirnov Test which then obtained an Asymp. signature value. (2-tailed) of 0.06 ($p > 0.05$). So it can be concluded that the research data is normally distributed.

In this study, the Tolerance value for the narcissism dimension is <0.10 , which is 0.96. Meanwhile, the Tolerance values for the machiavellianism and psychopathy dimensions are 0.60 and 0.59, respectively. The VIF values obtained for each dimension are <10.00 , namely 1.03 (narcissism), 1.66 (machiavellianism), and 1.68 (psychopathy). This indicates the absence of multicollinearity among the independent variables in this study. Meanwhile, in the heteroscedasticity test, there is no clear pattern observed. This means that there is no heteroscedasticity in this study.

3.5 Main analysis results - Multiple linear regression

It can be concluded that among the three dimensions of the dark triad, only the narcissism dimension does not affect emotional manipulation, with a Sig. value $<0.05=0.78$. This means that hypothesis 1 (H1) is accepted. Meanwhile, in the machiavellianism dimension, it is found to have a positive effect on emotional manipulation with a Sig. value $<0.05=0.00$ and $t\text{-value} > t\text{-table}=7.35 > 1.64$). This can be interpreted as hypothesis 2 (H2) being accepted. Lastly, for the psychopathy dimension, it is also found to have a positive effect on emotional manipulation with a Sig. value $=0.00 < 0.05$ and $t\text{-value} > t\text{-table}=4.95 > 1.64$, which means that hypothesis 3 (H3) is accepted (Table 3).

Table 3. Multiple linear analysis results

Model	t	Sig.
(constant)	1.14	0.25
Narcissism	0.28	0.78
Machiavellianism	7.35	0.00
Psychopathy	4.95	0.00

3.6 Main analysis results - Hayes regression

From the regression analysis process conducted, it was found that the variable Int_1 has a p-value of 0.20, which is > 0.05 . Additionally, it is known that the LLCI value = -0.25 and ULCI value = 0.05. These results indicate that there is no moderation effect, or gender (W) does not play a significant role as a moderator in the relationship between dark triad leadership (X) and emotional manipulation (Y). Therefore, it can be concluded that null hypothesis 4 (H04) is accepted, and hypothesis 4 (H4) is rejected.

Table 4. Moderator analysis results

Variable	LLCI	ULCI
DT-ME by gender	-0.2524	0.0543

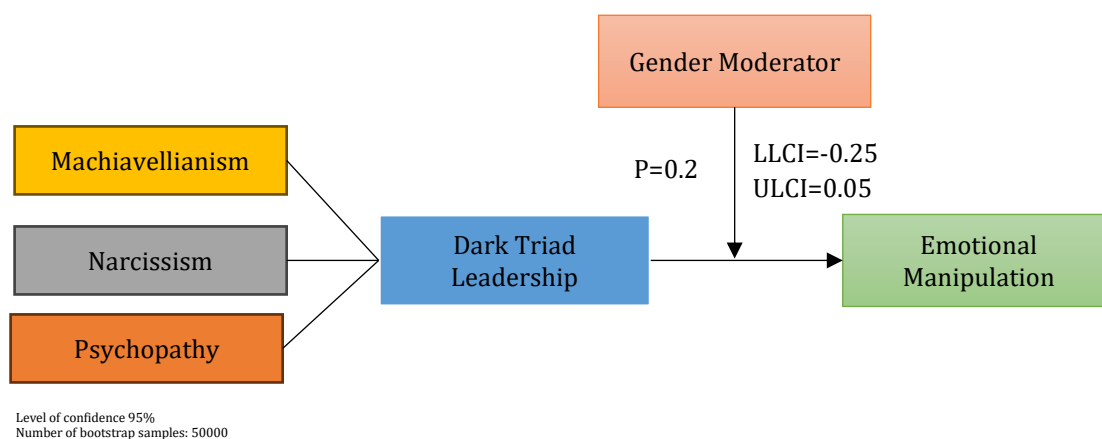


Fig. 2. Results of analysis of relationship patterns between variables

3.7 Discussion

This study successfully proves that leaders with dark triad personalities, especially those with high levels of machiavellianism, tend to exhibit emotional manipulation behavior towards others. This is consistent with previous research, such as Judge et al. (2009) in Furtner et al. (2017), which suggests that the negative aspect of machiavellian leaders is being highly manipulative and dishonest. Not only machiavellianism, but the results of this study also indicate a significant influence between psychopathy traits and the emergence of emotional manipulation behavior. This has been demonstrated by previous studies (Levenson et al., 1995 in Grieve et al., 2019), which found that psychopathy is associated with the use of emotional manipulation for malicious purposes, such as deception. Additionally, the results of this study are consistent with the statement by Furtner et al. (2017) that psychopathic leadership employs various means to achieve their goals within the organization.

Furthermore, this study also indicates the absence of an influence of narcissism on emotional manipulation behavior. This result is consistent with previous findings that among the three dark triad traits, only machiavellianism and psychopathy are associated with emotional manipulation behavior (Levenson et al., 1995 in Grieve et al., 2019; Abell et al., 2016; Austin et al., 2007; Hyde & Grieve, 2018). However, this result contradicts the findings of Austin et al. (2014), which showed that individuals with high levels of narcissism tend to be able to use subtle manipulative strategies on others, such as giving compliments. Not only in everyday contexts, but also in the workplace, a leader tends to exhibit manipulative behavior because, according to McCleskey (2013), the emergence of leaders with the dark triad stems from those who have failed to reach the pinnacle of development, those who have experienced demotion or termination, or even those who unexpectedly fail to achieve organizational goals.

Another finding from this study is that gender does not play a role as a moderator in the relationship between dark triad leadership and emotional manipulation. The researchers chose to investigate this research question because they wanted to verify the findings of Grieve et al. (2019), which found that gender, narcissism, machiavellianism, and psychopathy traits are factors in emotional manipulation. Additionally, other studies have also stated that gender and dark triad leadership are closely related to emotional manipulation (Hyde et al., 2020). Therefore, the researchers chose to examine the role of gender, which indirectly relates to dark triad leadership and emotional manipulation. In previous research, gender has been shown to moderate the relationship between emotional intelligence and emotional manipulation (Ngoc et al., 2020). However, no study has been found that discusses gender as a moderator in the relationship between dark triad leadership and emotional manipulation.

One advantage of this study lies in the characteristics of the participants used. In previous studies (Austin et al., 2007; Hyde & Grieve, 2018; Jonason et al., 2012; Jonason &

Davis, 2018; Hyde et al., 2020), the samples used were students, permanent employees, part-time workers, or volunteers. In contrast, the sample in this study consisted of permanent employees from various industries, business owners or industrialists, and even students who are members of an organization, all of whom have at least one subordinate, thus ensuring that they hold leadership positions.

Unfortunately, although this study used the latest measurement tool, the SD3 (Short Dark Triad), which is intended to measure an individual's dark triad personality, not dark triad leadership. Additionally, in the data collection process, this study did not use procedures to ensure that participants' responses matched their actual conditions. Furthermore, although the SD3 measurement tool adapted into Indonesian overall has high validity, there are still some items with crit values < 0.2 . However, overall, this study still contributes to enriching similar research that discusses the relationship between dark triad leadership and emotional manipulation, as well as the role of gender as a moderator in the relationship between dark triad leadership and emotional manipulation.

4. Conclusions

Based on the analysis process conducted, four research findings were obtained. The first result is that the dimension of narcissism does not influence the occurrence of emotional manipulation variables. The second result proves that the dimension of machiavellianism significantly influences the emotional manipulation variable. The next result states that the dimension of psychopathy also significantly influences the emotional manipulation variable. The final result explains that gender does not play a role as a moderator in the relationship between dark triad leadership and emotional manipulation.

Since this study still used a measurement tool to measure the dark triad in individuals, namely SD3 (Short Dark Triad), future research can use a measurement tool for dark triad leadership. Furthermore, since there is no research that discusses the role of gender in the relationship between dark triad leadership and emotional manipulation, it would be better if future research could further investigate these three variables in the Indonesian society. Due to the lack of valid sources to categorize the organizational fields of participants in this study, future research can delve deeper and use other sources. As this study did not use procedures to ensure that sample responses matched their actual conditions, future research can use additional procedures to ensure this. This study shows that the dimension of narcissism does not influence emotional manipulation. Therefore, future research can further investigate this to determine the cause. The results of this study prove the influence of dark triad leadership, namely in the dimensions of machiavellianism and psychopathy, on emotional manipulation, and gender does not play a role as a moderator in the relationship between dark triad leadership and emotional manipulation. Therefore, the researchers hope that this study can assist certain parties, one of which can help professionals in efforts to address or anticipate the emergence of leaders with dark triad traits in the workplace.

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Author Contribution

Both authors contributed equally to the conceptualization, methodology, data collection, and analysis. They also collaborated in writing, reviewing, and editing the manuscript to ensure the accuracy and clarity of the study's findings.

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The authors declare no conflict of interest.

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