“Machiavellianism and career success satisfaction: The effects of self-monitoring, role competence, emotional intelligence, and leader-member exchange.”

BY

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STATEMENT OF ORIGINALITY

This thesis contains no material which has been accepted for the award of any other degree or diploma in any university or other tertiary institution and, to the best of my knowledge and belief, contains no material previously published or written by another person, except where due reference has been made in the text.

Signature …Loizos Christou…….

TABLE OF CONTENTS

CHAPTER ONE: INTRODUCTION

1.1 INTRODUCTION---------- 8
1.2 BACKGROUND TO THE RESEARCH---------- 8
1.2.1 MACHIAVELLIANISM ---------- 8
1.2.2 SELF-MONITORING ---------- ----------10
1.2.3 LEADER-MEMBER EXCHANGE (LMX) ---------- 10
1.2.4 ROLE COMPETENCE ---------- 11
1.2.5. EMOTIONAL INTELLIGENCE (EI)----------12
1.2.6. CAREER SUCCESS SATISFACTION ----------13
1.3 JUSTIFICATION FOR THE STUDY---------- 14
1.4 RESEARCH QUESTIONS AND HYPOTHESES----------15
1.5 RESEARCH METHODOLOGY----------16
1.6 MAJOR FINDINGS---------- 17
1.7 STRUCTURE OF THE DISSERTATION---------- 17

CHAPTER TWO: LITERATURE REVIEW

2.1 INTRODUCTION----------18
2.2 RESEARCH PROBLEM AND INTENTION----------18
2.3 LITERATURE REVIEW---------- 20
2.3.1 MACHIAVELLIANISM---------- 21
2.3.2 SELF-MONITORING---------- 25
2.3.3 LEADER-MEMBER EXCHANGE ----------27
2.3.4 ROLE COMPETENCE---------- 31
2.3.5 EMOTIONAL INTELLIGENCE ---------- 34
2.3.6 CAREER SUCCESS ---------- 36
2.3.6 CAREER SUCCESS SATISFACTION---------- 38
2.4 RESEARCH GAP ---------- 40
2.5 CONCEPTUAL MODEL ---------- -- 41
2.6 DEFINITIONS---------- 42
2.7 DEVELOPMENT OF RESEARCH HYPOTHESES----------44
2.8 CONCLUSION----------52

CHAPTER THREE: RESEARCH DESIGN

3.1 INTRODUCTION---------- 53
3.2 RESEARCH QUESTION AND HYPOTHESES---------- 53
3.3 RESEARCH PARADIGMS---------- 54
3.3.1 POSITIVISM---------- 54
3.3.2 INTERPRETIVISM---------- 56
3.3.3 SELECTED RESEARCH PARADIGMS JUSTIFICATION---------- 58
3.4 RESEARCH DESIGN AND ITS JUSTIFICATION---------- 59
3.4.1 RESEARCH DESIGNS---------- 60
3.4.1.1 EXPERIMENTS---------- 60
3.4.1.2 CROSS-SECTIONAL DESIGN---------- 61
3.4.1.3 LONGITUDINAL DESIGN---------- 62
3.4.2 JUSTIFICATION OF THE SELECTED RESEARCH DESIGN---------- 62
3.5 SAMPLING METHODS---------- 63
3.6 DATA-COLLECTION METHODS ---------- 65
3.7 TYPES OF QUESTIONNAIRE SURVEYS---------- 68
3.8 JUSTIFICATION FOR USING A SURVEY---------- 70
3.9 SCALES---------- 71
3.9.1 MEASURES AND JUSTIFICATION FOR THEIR USE ---------- 73

3.9.2 MACHIAVELLIANISM ---------- 74
3.9.3 SELF-MONITORING ---------- 75
3.9.4 LEADER-MEMBER EXCHANGE (LMX)---------- 75
3.9.5 ROLE COMPETENCE---------- 75
3.9.6 CAREER SUCCESS SATISFACTION---------- 75
3.9.7 EMOTIONAL INTELLIGENCE (EI) ---------- 76
3.10 QUESTIONNAIRE DESIGN---------- 77
3.11 DATA ANALYSIS ---------- 78
3.12 VALIDITY---------- 78
3.13 LIMITATIONS ---------- 79
3.14 ETHICAL CONSIDERATIONS---------- 79
3.15 CONCLUSION----------80
CHAPTER FOUR: DATA ANALYSIS AND FINDINGS
4.1 INTRODUCTION---------- 81
4.2 DESCRIPTIVE STATISTICS OF KEY VRIABLES---------- 81
4.2.1 DESCRIPTIVE STATISTICS OF KEY VARIABLES---------- 83
4.3 PRINCIPAL COMPONENT AND INTERNAL RELIABILITY ANALYSIS-- 84
4.3.1 MACHIAVELLIANISM---------- 85
4.3.2 SELF-MONITORING---------- 86
4.3.3 LEADER-MEMBER EXCHANGE---------- 87
4.3.4 ROLE COMPETENCE---------- 87
4.3.5 EMOTIONAL INTELLIGENCE---------- 88
4.3.6 CAREER SUCCESS SATISFACTION---------- 88
4.4 HYPOTHESIS TESTING---------- 89
4.5 SUMMARY OF FINDINGS---------- 95
CHAPTER FIVE CONCLUSIONS AND IMPLICATIONS
5.1 INTRODUCTION---------- 97
5.2 MAJOR FINDINGS---------- 97
5.3 IMPLICATIONS OF THE FINDINGS FOR PRACTICE---------- 102
5.4 IMPLICATIONS OF THE FINDINGS FOR THEORY---------- 102
5.5 LIMITATIONS AND FUTURE RESEARCH---------- 103
5.6 SUMMARY AND CONCLUDING REMARKS---------- 106
REFERENCES---------- 107

APPENDICES

APPENDIX 1:1: PARTICIPANT INFORMATION LETTER---------- 136
APPENDIX 2: COMPANY INVITATION LETTER---------- 138
APPENDIX 3:QUESTIONNAIRE COVER PAGE AND QUESTIONNAIRE------- 140

LIST OF TABLES

Table 4.1: Main Demographic Characteristics of the sample (%)---------- 82
Table 4.2: Descriptive Statistics for Key variables---------- 83
Table 4.3: Principal component analysis results for Machiavellianism---------- 85
Table 4.4: Principal component analysis results for self-monitoring---------- 86
Table 4.5: principal component analysis for Leader-member exchange---------- 87
Table 4.6: Principal component analysis results for role competence---------- 87
Table 4.7: Principal component analysis results for emotional intelligence---------- 88
Table 4.8: Principal component analysis results for career success satisfaction------- 89
Table 4.9: Correlation coefficients for the measured variable---------- 91
Table 4.10: Summary of findings from hypothesis testing---------- 95

LIST OF FIGURES

Figure 2. Proposed conceptual model---------- 42
Figure 3. Comparison of Positivist and Interpretivist paradigms---------- 57

ABSTRACT

The effects of self-monitoring, leader-member-exchange (LMX), role competence and emotional intelligence (EI) on the relationship between Machiavellianism and career success satisfaction are examined in this study. A quantitative approach was adopted and nine hypotheses were tested on a sample of 250 full-time employees from organizations in Northern Cyprus. A cross-sectional design with a self-administrated questionnaire was used to collect data. All of the measures for the variables employed were obtained from the literature and were validated in other studies.

Out of the nine hypotheses tested, the following four were not supported: i) Hypothesis One. Machiavellianism is positively correlated to career success satisfaction; ii) Hypothesis Two. Self-monitoring is positively correlated to career success satisfaction; iii) Hypothesis Seven. The relationship between Machiavellianism and LMX is moderated by EI such that the strength of the positive relationship between Machiavellianism and LMX increases as EI increases; and iv) Hypothesis Eight. The relationship between Machiavellianism and LMX is moderated by role competence such that the strength of the positive relationship between Machiavellianism and LMX increases as role competence increases.

The following four hypotheses were supported: i) Hypothesis Three. LMX is positively correlated to career success satisfaction; ii) Hypothesis Four. Role competence is positively correlated to career success satisfaction; iii) Hypothesis Five. EI is positively correlated to career success satisfaction; and iv) Hypothesis Six. The relationship between Machiavellianism and LMX is moderated by self-monitoring such that the strength of the positive relationship between Machiavellianism and LMX increases as self-monitoring increases. Hypothesis Nine (i.e., the relationship between Machiavellianism and career success satisfaction is mediated by LMX) was

not supported. However, when Hypothesis Six was tested (i.e., the relationship between Machiavellianism and LMX is positively moderated by self-monitoring), there was a significant correlation between Machiavellianism and LMX for the high self-monitoring group but not for the low self-monitoring group. Hypothesis Nine was thus re-tested using only the high self-monitoring group. The finding indicates that LMX mediates the relationship between Machiavellianism and career success satisfaction only for the high self-monitoring group. This finding shows that the indirect effect of Machiavellianism on career success satisfaction via LMX depends on self-monitoring. Hypothesis Nine is thus partially supported. The results of this study can be used to infer that LMX, role competence and EI can have a positive effect on career success satisfaction.

The results show that the quality of relationships with leaders improves when Machiavellianism is combined with high self-monitoring. Hence, high self-monitoring Machiavellians need to be monitored as they can use these traits to exploit others. The overall findings of this study give new insights about career success satisfaction in relation to Machiavellianism, self-monitoring, role competence, LMX and EI. The findings provide some evidence to support the argument that employees can influence their careers in various ways, including through personal traits such as Machiavellianism, self-monitoring, role competence, and EI.

Key words: Machiavellianism, Emotional Intelligence, Role Competence, Leader-Member Exchange, Self-monitoring, and Career Success Satisfaction.