

## Manifestation of Dark Personality Behavior: Indigenous Study on Indonesian Workers

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### Keywords

*Dark Personality,  
Machiavellianism, Cultural  
Collectivism, Work  
Environment*

### Abstract

Machiavellianism is one of the traits incorporated in the dark triad personality. The portrayal of individuals with Machiavellianism is manipulative, prioritizing personal interests, to look down on others. Studies on the manifestations of Machiavellianism personality behavior in Indonesia have never been conducted, information about it is widely obtained from studies that take a sample of populations in countries that grow up in individualist cultures. While Indonesia itself is a country that grows in a collective culture with the habits of its people tend to depend on each other and prioritize their groups. Thus, the form of manifestation of Machiavellianism behavior in collective culture is thought to appear in line with collective values. This study aims to determine the manifestations of dark personality behavior of machiavellianism in Indonesian workers with a collective cultural background. In this study using an indigenous psychology approach with a quantitative descriptive research design. The application of quota sampling technique was used involving 760 respondents. The data collection tool used is a research instrument created by researchers and then analysis is carried out using percentage descriptive techniques and categorization. In this study, results were obtained such as: (1) positive and negative behavior of machiavellianism individuals in the work environment divided into self, interpersonal relationships, and performance; (2) the impact on personal and work relationships when dealing with Machiavellianism individuals in the work environment is divided into positive, negative, and neutral categories; (3) the least favorable behavior of Machiavellianism individuals in the work environment that gets the highest percentage is manipulative; and (4) how to deal with individual Machiavellianism in the work environment is divided into the categories of proactive, avoidant, learning, and managing emotions..

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## INTRODUCTION

The Dark Triad personality is a term referring to a set of personality traits with negative and potentially harmful connotations. One of the impacts of this dark personality is the inclination towards engaging in behaviors that lead to negative outcomes. Research indicates that individuals in the workplace with high levels of the Dark Triad are more prone to engaging in counterproductive work behavior (Özsoy, 2018). Another study by Serenko & Choo (2020) explains that the Dark Triad can drive individuals to exhibit counterproductive knowledge behavior. Individuals displaying counterproductive knowledge behavior tend to hoard their knowledge and engage in actions to conceal information when their colleagues seek opinions. The consequence of such a situation is the creation of unhealthy competition among coworkers.

The development of the dark triad personality in the workplace can lead to a toxic work environment, significantly impacting employees and causing disorder in the workplace. Research conducted by Jonason et al. (2012) explains that individuals with the dark triad are perceived as toxic individuals, contributing to the emergence of problems in the work environment. This, in turn, results in issues for the company, conflicts between superiors and subordinates, and problems among colleagues. Consequently, individuals with dark personalities can indeed have a serious effect on creating chaos in the workplace.

One of the most manipulative dark personalities among the two other personality traits is Machiavellianism. Individuals with Machiavellianism find great satisfaction in successfully deceiving or misleading others (Spain et al., 2014). Lyons (2019) divides the characteristics of the Machiavellianism trait into three aspects: manipulating their conversation partners, adopting a cynical view towards other individuals, and believing that they should gain advantages even if it contradicts life values. In the workplace, individuals with Machiavellianism engage in behaviors that undermine their colleagues to receive positive evaluations from their superiors (Castille et al., 2018). Their profit-oriented attitude often leads individuals with this trait to act without hesitation, even if their actions violate rules (O'Boyle et al., 2012).

Despite that, individuals with Machiavellianism do not always resort to negative means to gain advantages; they can act in accordance with norms, be friendly, caring, and can collaborate with their colleagues (Belschak et al., 2015). Their tendency to deceive, lie, and betray does not necessarily make individuals with Machiavellianism exhibit highly negative antisocial attitudes (Jones & Paulhus, 2014). However, the positive aspects of Machiavellian individuals are often accompanied by dangerous interpersonal behaviors that ultimately damage relationships with colleagues (Nuzulia & Why, 2020). Therefore, even though there are positive aspects to the Machiavellian trait, potentially harmful characteristics are still employed as tactics to achieve goals.

Although Machiavellianism is more often associated with harmful behavior in the workplace, a thorough examination and exploration of the manifestations of Machiavellian behavior in the work environment are still needed. The emergence of social attitudes that lean towards positive aspects suggests that a Machiavellian individual can be evaluated from both negative and positive perspectives. Therefore, the actual behavior of Machiavellian individuals in the workplace remains questionable. Delving deeper into the study of the manifestations of high Machiavellianism in individual behavior is intriguing because current research is predominantly focused on its negative effects on work, such as the tendency for fraudulent behavior (Nurjanah & Purnamasari, 2020) and counterproductive work behavior (Yuliana & Suyasa, 2018; Younus et al., 2020).

The previous literature studies in Indonesia regarding the manifestation of dark personality behavior, specifically Machiavellianism, among employees can be said to have never been found. The presumed lack of research on the trait of Machiavellianism may be

attributed to Indonesia's growth in a collective culture. Generally, studies related to dark personality traits are conducted by sampling populations in countries that grow in individualistic cultures, such as the United States or Europe (Grijalva & Newman, 2015).

The manifestation of Machiavellian behavior that develops highly prioritizes personal interests and achievements. In a collective culture, however, each person will consider themselves part of a group that mutually cares for one another (Jatmika, 2018). They also tend to develop a personality that is interdependent with others, and their self-perception prioritizes others in terms of emotions, actions, and motivation (Uchida & Ogihara, 2012). Consequently, it can be assumed that the manifestation of Machiavellianism in a collective culture differs from that in an individualistic culture because the values and norms embraced are also different.

Based on the presentation above, the study of the manifestation of Machiavellian behavior in workers in Indonesia is considered important to be examined. Through an indigenous approach, this research is able to emphasize Machiavellian behavior in the context of collectivism culture, especially in Indonesia. Therefore, the findings of this study may differ from previous studies, with the hope that they can enrich theoretical studies related to the dark triad personality, especially Machiavellianism, in the workplace setting. These findings can also serve as a reference for institutions or work organizations in the implementation of selection and promotion for specific positions.

## METHOD

This research employs an indigenous psychology approach with the aim of developing instruments used as data collection tools. The indigenous psychology approach focuses on studying the behavior and thought processes of individuals from their original perspectives without adopting influences from other regions (Kim & Berry, 1993). Meanwhile, the research design used is a descriptive method with a quantitative approach to accurately depict the studied object based on observed phenomena using numerical data. The quantitative descriptive research design in this study is utilized for data collection, data organization, data analysis, as well as the interpretation of research data.

The data collection process was conducted through instruments created by the author with the aim of exploring the behavior of individuals with Machiavellianism in the workplace, the impact on personal and work relationships when dealing with individuals with Machiavellianism, the least liked behavior of individuals with Machiavellianism, how to deal with individuals with Machiavellianism in the workplace, and the positions held by individuals with Machiavellianism in the workplace. The details of this research instrument are as follows: first, a flyer containing a narrative depicting individuals with Machiavellian personality in the workplace, which serves to provide a general overview and initial stimulus for respondents; second, a questionnaire consisting of a combination of closed and open-ended questions with seven items, each accompanied by answer choices and an "other" option to facilitate respondents' answers beyond the provided choices. Respondents can choose a maximum of three options for questions related to behavior, impact, and coping methods.

The research subjects involved are Indonesian workers who meet the criteria of being Indonesian citizens, having a minimum education level of high school, a minimum working period of one year, and working in the non-entrepreneurial sector. Quota sampling technique was chosen as the sampling technique to obtain 760 individuals as subjects. In the quota sampling technique, sample determination from the population is done according to the researcher's preferences based on specific characteristics in an effort to fulfill the desired quantity (quota) (Sugiyono, 2014). This research applies the content validity test involving expert judgment, while reliability testing is conducted through dependability testing. The type of data analysis technique used in this study employs descriptive percentage and categorization techniques.

## RESULT DAN DISCUSSION

**Table 1.** Demographic Data of Research Respondent

Characteristic		Mean	SD	Total	(%)
Ages (18-60 years old)		29,79	8,543	-	-
Works times (1-38 years old)		6,52	6,693	-	-
Gender	Man	318	51.857		
	Woman	442	48.143		
	<b>Total</b>	-	-	<b>760</b>	<b>100</b>
Educations	High School	-	-	232	30,5
	D1	-	-	7	0,9
	D2	-	-	20	2,6
	D3	-	-	46	6,1
	D4	-	-	17	2,2
	S1	-	-	365	48
	S2	-	-	71	9,3
	S3	-	-	2	0,4
	<b>Total</b>	-	-	<b>760</b>	<b>100</b>
Job roles	Managerial	-	-	196	25,8
	Non Managerial	-	-	564	74,2
	<b>Total</b>	-	-	<b>760</b>	<b>100</b>
district to Works	Bali	-	-	3	0,4
	Banten	-	-	89	11,7
	DIY	-	-	12	1,6
	DKI Jakarta	-	-	81	10,7
	Jawa Barat	-	-	85	11,2
	Jawa Tengah	-	-	437	57,5
	Jawa Timur	-	-	32	4,2
	Kalimantan Barat	-	-	7	0,9
	Kalimantan Timur	-	-	3	0,4
	Kep. Bangka Belitung	-	-	1	0,1
	Kep. Riau	-	-	1	0,1
	Lampung	-	-	3	0,4
	NTT	-	-	1	0,1
	Sulawesi Selatan	-	-	2	0,3
	Sumatera Selatan	-	-	2	0,3
	Sumatera Utara	-	-	1	0,1
	<b>Total</b>	-	-	<b>760</b>	<b>100</b>

The research findings from the data analysis process include:

**Table 2.** 10 Positive Individual Behaviors of Machiavellianism in the Workplace

No	Positive Individual Behavior	Total	(%)	Characters
Machiavellianism				
1.	Optimism	180	23,7	Self
2.	Discipline or punctuality in work	145	19,1	
3.	Polite to others	127	16,7	Interpersonal Relationship
4.	Enjoy helping others in need	105	13,8	
5.	Mampu menemukan solusi dan ide baru untuk menyelesaikan tugas pekerjaan	239	31,4	Performance
6.	Able to find solutions and generate new ideas to complete job tasks professionally	181	23,8	
7.	Initiative to become a leader within a team	108	14,2	
8.	Enthusiastic in achieving the desired target professionally	276	36,3	
9.	Always strives to give their best effort in completing a task	228	30	
10.	Accustomed to preparing all necessities before starting work	100	13,2	

Kumala (2020) generally explains that if someone has high motivation, they will also have high expectations of success. Consequently, they exhibit behaviors that can overcome their fears. Furthermore, the research reveals that someone with Machiavellianism will display attitudes without considering whether they are good or bad, driven by self-motivation toward the desired goals. In this study, the self-category is divided into two behaviors: optimism and discipline or punctuality in work. Essentially, a Machiavellian individual conducts all actions based on a strong motivation to win and achieve desired goals, such as achievements, power, or money (Lee et al., 2013). Therefore, a consistently optimistic attitude can be demonstrated as a manifestation of their commitment to achieving predetermined goals. Not only that, but disciplined behavior is also applied by Machiavellian individuals in their daily lives. This is supported by Hutomo's (2016) opinion that Machiavellian individuals prioritize discipline and experience to become competent individuals. The study concludes that an individual is more valuable if they uphold discipline rather than being competent but undisciplined.

In the category of interpersonal relationships, individuals are divided into two behaviors: being friendly to others and willingly helping those in need. According to Mudrack (1993, as cited in Carter et al., 2015), individuals low in Machiavellianism pay more attention to morality in their surroundings, leading them to avoid unethical behavior. Nuzulia and Why (2020) state that individuals with Machiavellian tendencies often exhibit a positive impression to gain trust from others, implying that being friendly and helpful is an initial attitude to create a positive self-image. Sun Tzu (as cited in Hutomo, 2016) emphasizes that Machiavellians need trust from those around them by building a good reputation socially and forming alliances with powerful individuals.

In line with this, Deluga (2001, as cited in Carter et al., 2015) reveals that a Machiavellian aiming to become a leader will likely show a positive impression at the beginning of interactions. Supported by Christie's research (as cited in Dahling et al., 2014), Machiavellians demonstrate

exceptional abilities when interacting with others, such as giving compliments and using persuasive communication to garner sympathy, particularly when vying for a leadership role.

The performance category encompasses various behaviors exhibited by Machiavellians related to their workplace performance. These behaviors include finding new solutions and ideas to complete tasks, making decisions to achieve desired outcomes, taking initiative to lead a team, being enthusiastic in reaching set targets, consistently giving their best effort in completing tasks, and being proactive in preparing for tasks. Having predefined goals motivates Machiavellians to maximize their abilities, contributing positively to their performance. Carter et al. (2015) affirm that the significant motivation to work in individuals with Machiavellian traits is driven by the presence of beneficial targets.

This motivation may stem from their understanding of the strategies required to realize their goals. Research also indicates that Machiavellians can make rational decisions under pressure, showcasing their ability to find solutions and make decisions based on facts in high-pressure situations. As a result, Machiavellians often assume leadership roles in their work environments, aiming to create a positive impression on colleagues with their qualities, allowing many of them to occupy managerial positions (Lindley, 2018).

Therefore, individuals with Machiavellian traits find it easier to predict opportunities for personal achievement. Meanwhile, other findings indicate that Machiavellian individuals in the workplace exhibit enthusiastic behavior in achieving set targets, consistently give their best effort in completing tasks, and are accustomed to preparing all necessary requirements before undertaking a task. Particularly, Machiavellians who have become leaders demonstrate flexibility and competence in managing both structured and unstructured tasks to success (Contreras & Espinosa, 2019). Dingler-Duhon and Brown (as cited in Contreras & Espinosa, 2019) posit that Machiavellian individuals can develop various tactics to connect and achieve advantageous excellence through organizational promotion.

**Table 3.** 10 Negative Behaviors of Machiavellian Individuals in the Workplace

No	Negative Behavior of Machiavellianism	Total	(%)	Categories
1.	Selfish or prioritizing personal interests over collective interests	216	28,6	Self
2.	Lack of empathy or difficulty understanding others' feelings	145	19,1	
3.	Lack of confidence in one's own abilities	176	23,3	
4.	Impulsiveness or acting without considering the consequences	79	10,5	
5.	Inciting colleagues to violate company rules	215	28,5	Interpersonal Relationship
6.	Frequently bossing around other colleagues	189	25,1	
7.	Initiating personal conversations during working hours	164	21,8	
8.	Manipulative behavior, blaming others for one's mistakes	194	25,7	
9.	Lying or claiming credit for others' work	313	41,5	

10.	Deviousness or employing dishonest methods to undermine colleagues	108	14,3	Kinerja
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The negative behavior of Machiavellian individuals, classified in the self category, consists of being selfish or prioritizing personal interests over collective interests, lacking empathy or being unable to understand the feelings of others, distrusting their own abilities, and being impulsive or acting without considering the consequences. Selfish behavior and a lack of empathy are contradictory to the helpful attitude often displayed by Machiavellian individuals, as they engage in such behavior to create a positive impression in their environment. Carter et al. (2015) revealed that Machiavellian individuals are not oriented towards social approaches. Therefore, it is undeniable that they exhibit selfish and empathy-limited behavior, as they tend to be self-centered and struggle to establish interpersonal relationships. This aligns with Usman's (2020) research, stating that Machiavellian individuals are indifferent to the fate of others because they focus solely on their own pleasure. Christie (in Dahling et al., 2015) expressed that the lack of concern in Machiavellian behavior is due to their belief that their interests are superior to others'.

Moreover, colleagues perceive that individuals with Machiavellian traits lack confidence in their abilities. In job interview settings, Hogue et al. (2013) explained that Machiavellian individuals often use tactics to create a positive impression on interviewers, aiming to protect their self-image and manipulate interpersonal dynamics. Similarly, Fletcher (in LeBreton et al., 2018) stated that Machiavellian individuals prefer not to be honest about their abilities during job interviews. These findings are supported by Levashina & Campion's (2006, in Spain et al., 2014) discovery that Machiavellian individuals excel at pretending during job interviews. The impulsive behavior of Machiavellian individuals is evident in their readiness to act without considering the potential consequences. Dahling et al. (2014) mentioned that Machiavellian individuals develop behaviors that are unforgiving, tend to sabotage, betray, and engage in other harmful activities, making it easy for them to end friendships and start new cycles with different targets.

In the category of interpersonal relationships, negative behaviors include inciting colleagues to violate company rules, frequently ordering colleagues, initiating personal conversations during working hours, and being manipulative or blaming others for their mistakes. Nikara & Mimba (2019) revealed that Machiavellian individuals incite their colleagues to oppose common interests, benefiting their personal interests. Examples show that Machiavellian individuals have no hesitation in inciting colleagues to violate company rules and initiating personal conversations during working hours. Christie (in Dahling et al., 2014) explained that when rules hinder Machiavellian individuals from achieving their goals, they find it easy to violate established rules or standards. Essentially, Machiavellian individuals prefer less structured social environments to exploit others. Jones & Paulhus (2009, in Carter et al., 2015) stated that Machiavellian individuals are not suitable for highly rule-based social environments as they require flexibility to carry out their actions. The skill of Machiavellian individuals in applying interpersonal and manipulative tactics makes others interested and fully trusting in them, turning colleagues into tools for personal gain (Mulia, 2014). When individuals fully trust a Machiavellian, they become easily influenced and less careful in evaluating the truthfulness of the information provided by the Machiavellian (Bereczkei, 2018).

In the last category, performance is manifested in behaviors such as lying or claiming the work of others as their own and being cunning or using dishonest means to undermine colleagues. Christie (in Usman, 2020) stated that Machiavellian individuals view others as exploitable for their personal gain. For instance, respondents concluded that Machiavellian individuals can lie or claim the work of others as their own. Their preference for lying is done to maintain a positive image (Mulia, 2014). Kumala (2020) emphasized that Machiavellian individuals disregard honesty when

realizing their goals, leading them to lie about everything they do. For Machiavellian individuals, lying and cunning actions are considered acceptable (Sagara & Atikah, 2021). Respondents observed that colleagues with Machiavellian traits engage in cunning or dishonest behaviors to undermine coworkers. Machiavellian individuals prioritize the end result over the process (Mulia, 2014), making it easy for them to use any means, including cunning, to win in competitions. Therefore, they may not feel guilty about deviating actions taken to achieve personal success. Spain et al. (2014) also revealed that Machiavellian individuals derive pleasure from successfully deceiving others, even though uncontrolled actions could harm themselves and the company (Setyaniduta & Hermawan, 2016).

**Table 4.** 10 The Negative Behavior of Machiavellianism in the Workplace by Individuals

No	Impact on Interpersonal Relationships	Total	(%)	Chategories
1.	Be more cautious in choosing friends	315	41,4	Positive Impact
2.	Exercise caution in speaking and behaving when interacting with individuals displaying Machiavellianism	1	0,1	
3.	Foster motivation in respondents to dare to try new things	123	16,2	
4.	Find joy in interacting with individuals displaying Machiavellianism	142	18,7	
5.	Reduce the intensity of personal relationships	346	45,5	Negative Impact
6.	Become skeptical of the behavior and words of individuals displaying Machiavellianism	322	42,4	
7.	Feel less comfortable when interacting with individuals displaying Machiavellianism	109	14,3	
8.	Trigger anger in respondents	148	19,5	
9.	Lead respondents to frequently argue with individuals displaying Machiavellianism	160	21,1	
10.	Cause respondents to become upset with the behavior of individuals displaying Machiavellianism	118	15,5	
11.	Have no impact	75	9,9	Netral Impact

There are respondents who feel a positive impact on their personal relationships when engaging with individuals displaying Machiavellianism traits, such as being more cautious in choosing friends, being careful in words and actions when socializing with Machiavellian individuals, fostering motivation to try new things, and enjoying interactions with Machiavellian individuals. Christie (in Dahling et al., 2014) states that Machiavellian individuals are prone to



hurting and abandoning those around them when deemed no longer beneficial to their life goals. Jahja (in Usman, 2020) also reveals that when a Machiavellian's desires are fulfilled by someone, they tend to terminate interpersonal relationships and establish new ones with others. As colleagues become aware of Machiavellian behaviors, they become more cautious in both choosing friends and interacting with Machiavellian individuals, likely due to an understanding that Machiavellian individuals lack empathy and may potentially cause harm. Christie (in Dahling et al., 2014) asserts that Machiavellians lack concern for others as they prioritize personal interests. Consistent with this statement, Bereczkei (2018) suggests that individuals with high Machiavellian traits tend to have low empathy or concern.

Moreover, the success achieved by many Machiavellian individuals motivates coworkers to pursue similar goals by daring to try new things and enjoying interactions with Machiavellian individuals. This success is likely because of the relentless drive to excel, compelling Machiavellian individuals to consistently deliver outstanding performance through various means. Pratiwi (2018) notes that the career of Machiavellian individuals can easily lead to success. Dahling (in Nuzulia & Why, 2020) expresses a similar sentiment, indicating that Machiavellian individuals are highly likely to achieve their desired careers and may easily attain managerial positions (Lindley, 2018).

On the other hand, negative impacts also influence the personal relationships of respondents who have coworkers with Machiavellian traits, such as reducing the intensity of personal relationships, finding it difficult to trust the behavior and words of Machiavellian individuals, feeling uncomfortable during interactions, triggering anger, engaging in frequent debates, and becoming upset with the behavior of Machiavellian individuals. The manipulative nature of Machiavellians can deceive some people due to their initially friendly behavior. Cohen (2018) describes how Machiavellians can initially appear friendly but may change to unfavorable behavior, tending to leave when their strategies prove ineffective for goal achievement. Their unpredictable behavior reduces the intensity of personal relationships, fosters distrust in the behavior and words of Machiavellian individuals, and creates discomfort during interactions.

In their study, Nuzulia & Why (2020) emphasize that Machiavellians often engage in deceptive tactics, gaining others' full trust during initial meetings only to use it as a means to deceive, lie, and undermine others. In interpersonal relationships, coworkers may be ostracized with the help of others who can be incited through expressions of disdain or the spread of lies if their presence hinders Machiavellian individuals from achieving their goals (Bereczkei, 2018). Often, these expressions are not verified for accuracy, leading to coworkers being provoked, engaging in frequent debates with Machiavellian individuals, and feeling upset with their behavior. In his study, Bereczkei (2018) also asserts that those influenced by Machiavellian individuals do not consider the accuracy of the information, resulting in a misperception of Machiavellians' actions. The lack of remorse in Machiavellians is depicted in the study by Dahling et al. (in Carter et al., 2015), explaining that individuals with Machiavellian traits find it difficult to forgive, engage in sabotage, and may undertake other harmful actions against groups or individuals.

**Table 5.** The Impact on Employment when Facing Individuals with Machiavellianism in the Workplace

No	Impact on Jobs	Total	(%)	Categories
1.	Fosters motivation for active discussion and enthusiasm in work	147	19,3	Positive Impact
2.	Some tasks can be completed quickly	194	25,5	

3.	Task completion is timely as Machiavellian individuals can coordinate well	173	22,8	
4.	Respondents' outcomes become less than optimal	238	31,3	
5.	Tasks held by Machiavellian individuals remain unfinished due to lack of responsibility	282	37,1	Negative Impact
6.	Team performance is hindered	220	28,9	
7.	Competition arises among colleagues	299	39,3	
8.	Motivates other colleagues to do the same as Machiavellian individuals	1	0,1	
9.	No impact	79	10,4	Netral Impact

Individuals with Machiavellianism in the workplace contribute their influence to work, one of the positive impacts being reflected in several aspects. It fosters motivation to actively engage in discussions and enthusiasm in work, leading to the quick completion of tasks. The timely submission of assignments is ensured because Machiavellian individuals can coordinate effectively (Ananda & Zulvia, 2018). According to Hakim et al. (2009, as cited in Kun et al., 2021), Machiavellian individuals exhibit flexible, strategic, and skilled negotiation skills. Their strategic thinking and competitive mindset make them appear superior in their environment (Ananda & Zulvia, 2018). This strategic thinking ability stimulates motivation among colleagues to actively engage in discussions and be enthusiastic about work.

In the context of work, Machiavellian individuals can be effective employees because they understand the goals they want to achieve in their future careers (Pratiwi, 2018). Zettler and Solga (2013) describe Machiavellians as tenacious individuals driven by the need for competition and reputation. Their ambition for personal achievement contributes to good performance, leading to the timely completion of tasks due to effective coordination.

However, there are negative impacts associated with Machiavellian individuals in the workplace. The work results of respondents may be suboptimal, tasks assigned to Machiavellian individuals may go unfinished due to a lack of responsibility, team performance may be hindered, competition among colleagues may arise, and doubts about the performance results of Machiavellian individuals may emerge. Moreover, Machiavellian individuals may motivate their colleagues to adopt similar behavior.

Machiavellian individuals tend to switch groups easily, focusing solely on their goals (Tomkova, 2021). They may end interpersonal relationships once their goals are achieved (Usman, 2020). Machiavellians often have difficulty trusting the abilities of others (Tomkova et al., 2021). They may view others with cynicism and condescension, creating a gap in interpersonal relationships and potentially disrupting productivity at work. The competitive behavior of Machiavellian individuals can lead to competition among colleagues, driven by the Machiavellian's motivation to excel and not be defeated (Mulia, 2014). However, when they cannot accept defeat, negative consequences may arise, especially if they pursue victory without considering the repercussions for the surrounding environment.

Additionally, the frequent lying behavior of Machiavellian individuals can create doubt among coworkers regarding the results of their performance. The need to maintain self-esteem may

lead Machiavellians to behave dishonestly or lie, engaging in manipulative actions to gain sympathy from those around them (Bereczkei, 2018). In summary, while Machiavellian individuals can contribute positively to workplace dynamics, their negative traits, such as lack of trust, competition, and manipulative behavior, can have adverse effects on teamwork and overall productivity.

**Table 6.** The Least Liked Behavior of Machiavellian Individuals in the Workplace.

No.	Undesirable Behavior	Total	(%)
1..	None	18	2,4
2.	Betraying friends/colleagues	44	5,8
3.	Exploiting others	58	7,6
4.	Being domineering	63	8,3
5.	Enjoying belittling others	85	11,2
6.	Manipulative (tends to distort facts)	194	25,5
7.	Lying	44	5,8
8.	Selfish	25	3,3
9.	Ambitious	45	5,9
10.	Stubborn	25	3,3
11.	Sly	25	3,3
12.	Spreading lies or others' secrets	49	6,4
13.	Lack of responsibility in work	49	6,4
14.	Competitive (unwilling to be defeated)	33	4,3
15.	Lack of self-confidence	1	0,1
16.	Insensitive to others	1	0,1
17.	Stingy with knowledge	1	0,1

Researchers identified one of the least favored behaviors in individuals with Machiavellianism, which is perceived as disruptive or harmful, based on the percentage of manipulative behavior receiving the highest response at 25.5%. Manipulative behavior itself strongly represents Machiavellian individuals. O'Boyle et al. (2012) explained that individuals with Machiavellianism consider all their manipulative actions as effective behaviors when striving to achieve their goals. Consistent with this research, Carter et al. (2015) conveyed that during communication or interaction with others, manipulative behavior is often carried out by Machiavellian individuals. In line with this, Christie (in Dahling et al., 2014) emphasized that Machiavellian individuals usually manipulate from the beginning of a meeting with persuasive communication and compliments to attract the attention of others, ultimately exploiting them as a means to achieve their goals.

Moreover, Christie (in Dahling et al., 2014) also mentioned that when their manipulative tactics successfully charm others into trusting them, Machiavellian individuals start inciting hatred towards other individuals perceived to understand the motives of Machiavellianism. Such influencing behavior is performed to distance people who are deemed to obstruct Machiavellian individuals from achieving their goals (Bereczkei, 2018). These conditions vividly illustrate that individuals with Machiavellianism lack genuine feelings when forming relationships with others and find it easy to abandon colleagues deemed unbeneficial.

**Table 7.** How to Deal with Machiavellian Individuals in the Workplace

No.	Facing	Jumlah	(%)	Category
1.	Following positive Machiavellian	258	33,9	Proactive

individual desires			
2.	Providing criticism and suggestions	113	14,9
3.	Rejecting negative desires	318	41,8
4.	Signaling discomfort with Machiavellian individual behavior	180	23,7
5.	Limiting interaction by not engaging too often	214	28,2
6.	Not sharing personal stories	177	23,3
7.	Increasing respondents' awareness to always be cautious	287	37,8
8.	Not taking things too seriously	120	15,8
9.	Being patient	114	15
10.	Not easily trusting what Machiavellian individuals say	100	13,2

There are four strategies for dealing with Machiavellian individuals in a professional context. The first approach is to be proactive in facing Machiavellian individuals, which involves both following the positive desires of Machiavellian individuals and providing constructive criticism and advice. Machiavellian individuals are skilled in making deals and collaborating with others to achieve their goals (Tomkova et al., 2021). In a collective culture, cooperation is highly valued, and individuals tend to prioritize harmonious relationships by accommodating the positive desires of Machiavellian individuals. Additionally, the collective society's caring attitude allows them to courageously criticize and offer advice on Machiavellian behavior. This caring attitude creates an expectation that Machiavellian individuals may be motivated to become better individuals (Septarini & Yuwono, 2003 as cited in Zakiya & Hariyadi, 2022).

The second approach is for respondents to avoid Machiavellian individuals by rejecting negative desires, expressing discomfort with Machiavellian behavior, limiting interactions, and avoiding sharing personal stories. Avoidance is considered an appropriate strategy, especially in collective societies that prioritize harmony to prevent conflicts between individuals. For instance, Javanese culture is closely tied to collective values, emphasizing unity, harmony, and social honor (Suseno, cited in Susetyo et al., 2014). Avoidance helps maintain group cohesion, as collective cultures prefer to set aside discomfort and prioritize the well-being of the group (Song et al., 2018).

The third approach involves learning from Machiavellian behavior by increasing self-awareness and being cautious. In daily life, individuals in collective societies choose to live together in social environments and be part of groups (Hofstede et al., 2010; Zakiya & Hariyadi, 2022). Respondents may enhance their self-awareness and caution when dealing with Machiavellian individuals to avoid being easily exploited. This is crucial as Machiavellian individuals often derive pleasure from exploiting others for personal gain (Tomkova et al., 2021).

The final strategy is emotional management, which includes not taking things too seriously, practicing patience, and not easily trusting what Machiavellian individuals say. In societies that value collective culture, individuals heavily depend on social groups whose behavior aligns with their cultural norms (Kitirattakarn et al., 2019). When respondents choose to manage their emotions in dealing with Machiavellian individuals, it implies a long-term perspective, anticipating mutual benefits and reciprocal help when needed. The collective culture's inherent sense of politeness encourages individuals to minimize behaviors that might offend others (Pratiwi, 2014).

**Table 8.** How to Deal with Machiavellian Individuals in the Workplace

No.	Role Job			Total	(%)
1.	Professional subordinates)	Managerial	(has	223	29,3
2.	Non-Managerial subordinates)	(does not have		537	70,7

The research results indicate that the position of individuals with Machiavellianism in the workplace is predominantly occupied by non-managerial individuals or those who do not have subordinates.

## CONCLUSION

Based on the results of data analysis and discussion regarding the Manifestation of Machiavellian Personality Behavior in Indonesian Workers, it can be concluded that the findings studied can be further developed into several categories, such as: (1) positive and negative individual Machiavellianism behavior in the workplace categorized into self, including optimism and discipline, interpersonal relationships including friendliness and willingness to help, and performance in the form of the discovery of new ideas in the workplace; (2) the impact on personal and work relationships when dealing with Machiavellian individuals in the workplace is divided into positive categories such as being cautious in socializing, negative impacts such as reducing relationships, and neutral impacts; and (3) ways to deal with Machiavellian individuals in the workplace are divided into proactive, avoiding, turning it into a learning experience, and managing emotions. The least-liked behavior of Machiavellian individuals in the workplace, which received the highest percentage, is manipulative.

Suggestions for future researchers interested in using an indigenous approach could include increasing the number of respondents to provide a more comprehensive understanding, thus truly depicting the actual situation. Additionally, it is hoped that more expert judgments can be sought to refine the research instrument, making the resulting questionnaire more accurate for data collection.

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