

Applied Psychology Review (APR)

Volume 1 Issue 2, Fall 2022


ISSN(P): 2959-1597 ISSN(E): 2959-1600

Homepage: <https://journals.umt.edu.pk/index.php/apr>



Article QR



- Title:** Machiavellianism, Perfectionistic Self-Presentation and Decision-Making in Leaders
- Author (s):** Aaiza Javed, Kainaat Yousaf, Aqsa Abdul Ghaffar
- Affiliation (s):** Institute of Applied Psychology, University of the Punjab, Lahore.
- DOI:** <https://doi.org/10.32350/apr.12.04>
- History:** Received: September 24, 2022, Revised: December 08, 2022, Accepted: December 13, 2022
- Citation:** Javed, A., Yousaf, K., & Ghaffar, A. A. (2022). Machiavellianism, perfectionistic self-presentation, and decision making in leaders. *Applied Psychology Review*, 1(2), 52-67. <https://doi.org/10.32350/apr.12.04>
- Copyright:** © The Authors
- Licensing:**  This article is open access and is distributed under the terms of [Creative Commons Attribution 4.0 International License](https://creativecommons.org/licenses/by/4.0/)
- Conflict of Interest:** Author(s) declared no conflict of interest



A publication of
Department of Knowledge & Research Support Services
University of Management and Technology, Lahore, Pakistan

Machiavellianism, Perfectionistic Self-Presentation, and Decision-Making in Leaders

Aaiza Javed*, Kainaat Yousaf, and Aqsa Abdul Ghaffar

Institute of Applied Psychology, University of the Punjab, Lahore, Pakistan

Abstract

The present study assessed the relationship between Machiavellianism, perfectionistic self-presentation, and decision-making in leaders. It is hypothesized that there is a positive association between Machiavellianism, perfectionistic self-presentation, and decision-making in leaders. Machiavellianism, perfectionistic self-presentation, and decision-making are likely to have a positive association with each other. The sample was selected through non-probability random sampling from the leaders of various government and non-government organizations. A correlation research design was used for the study. Machiavellianism was assessed through the 16-item Machiavellian Personality Scale, perfectionistic self-presentation through the Perfectionistic Self Presentation Scale, and decision-making by The Decision-Making Questionnaire. To test the hypotheses, Pearson Product moment correlation and regression were applied for the execution of the analysis. The research results indicated a positive relationship between Machiavellianism, perfectionistic self-presentation, and the decision-making of leaders. Machiavellianism and perfectionistic self-presentation were found to be successful predictors of decision-making. The research is based on international and indigenous researches on the growth of leaders for better performance, Self-Presentation, and decision-making.

Keywords: decision-making, leaders, Machiavellianism, perfectionistic self-presentation

Introduction

In everyday life, people have to make decisions, no matter how big or small it is. Small decisions might create a huge impact in your life. Found in past researchers, the possibilities are high that individual differences influence the decision-making styles or thought patterns that people follow while making decisions (Scott & Bruce, [1995](#)). Decision-making is a part of our

* Corresponding Author: aaiza.jd@gmail.com

everyday life, we all might be making hundreds of decisions in our daily life, related to what to eat, what to wear, where to go when to leave, whom to meet, and the list of decisions continues with dozens of substitute choices available for each among which we pick out one. Everyone makes decisions but not every decision is everlasting or a good decision. This keen selection and eagle eye are what metamorphose individuals into leaders. A leader is ideal who has a do-it type personality that attracts non-leaders. They tend to align many people and direct them toward achieving a common goal.

Prentice dusts off the leadership term as the accomplishment of a goal through the direction of human assistants. “A good leader is open-minded and takes into consideration other ideas and points of view, states Jennifer Lee Magas, vice president of Magas Media Consultants in Monroe, Conn., with a background in HR and employment law. Having a narrow-minded approach to decision-making can limit your growth as a leader, and you may be missing out on a decision that could benefit you and the company. Leadership however seems simple but is an ordeal by fire. Mayhem and high pressure can emboss relational issues. At the appearance of such issues, an administrator is bound to consider it as an obligation to streamline issues between workers. Leaders are independently pivoted on accomplishing grandiose objectives that they let relational issues and people's welfare tumble to the wayside (Prentice, [2004](#)).

A good leader masters the art of balancing emotions with reason and taking decisions that have a positive impact on themselves and others. Making a good move in the worse of situations is no small feat as these decisions involve change, uncertainty, anxiety, stress, and sometimes the unfavorable reactions of others. These times pose a serious adherence to faking a perfectionistic self-presentation in face of others to satisfy grandiosity. This influences the decision-making style of a leader as the threat might provoke anxiety at the decision-making moments. They get an adrenaline rush or flight-or-fight response, and short-term survival is the immediate goal at the time which buries the welfare of others under the tons of pressure of being perfect. Trying not to experience the concern of appearing perfect is like trying to pull a rollercoaster backward as it heads down the hill. It seeks a lot of effort, which eventually backfires and we feel worse. Instead, what leaders do is simply jump on board and ride it out. Besides the aforementioned perspectives, there is a series of inclusions pointed out by the previous research but this study precisely focuses on the

relational model of Machiavellianism, Perfectionistic self-presentation in leaders' decision-making (Kase, [2010](#)).

Agreeing with PF Drucker, Anything the supervisor does, he makes choices. All issues recognized in positioning, sorting, and coordination are taken care of by officials through decisions made in training courses for company administrators. Authoritative goals, objectives, methodologies, understandings, and plans must be chosen to control the execution of the company. The whole administration course is subject to a decision. Solutions are required to illuminate the issue and extricate as numerous diamonds as possible from the accessible probabilities. The correct choice diminishes the complexity, vulnerability, and diversity of hierarchical conditions. Decision-making has three distinct, but interrelated, results. When the leader makes decisions, he makes his own choices. You choose what action to take from the number of alternatives as of now accessible. When making decisions, supervisors are confronted with alternatives. All companies meet with shrewd supervisors to form vigilant decisions when there are no choices cleared out (Drucker, [2006](#)).

It takes intelligence, experience, and an eagle's eye to assess thousands of alternatives and discover the most appropriate. In case he chooses, the leader is determined to vote. They propose and analyze elective approaches and make long-term decisions that eventually bring the company closer to its objectives. The complexity of today's hierarchical plans, as well as the quick stream of information, can cause officials to carry on the burden, coming about in lacking decisions (Clancy & Delaney, [2005](#)). Vroom and Jago concur that, even though energetic models and theories have been moved forward over a long time, the use of dynamic models isn't a major factor. In all trustworthiness, Vroom ([2003](#)) focuses on one of the most imperative components is the capacity to fortify others suitably. Whereas decision-making dynamics are the most essential commitment to accomplishing a leader, small thought is given to clear administration qualities that support a leader's dynamic capacities (Bruch et al., [2005](#)).

“He who wishes to be obeyed must know how to command,” says Machiavelli. According to him fraud, deceit, and manipulation are the most important traits for a leader to be influential. Machiavellianism involves aloof manipulation of others, disdain for conventional morality, and viewing humankind with cynicism, and the effectiveness of a leader closely correlates with the keen observation of amoral and deceptive behaviors.

(Christie & Geis, [1970](#)). In Machiavelli's *The Prince* ("Il Principe"), he said, "... appear to be compassionate, faithful to his word, guileless, and devout. And indeed he should be so. But his disposition should be such that, if he needs to be the opposite, he knows how." This quote alone manifests the tenet of manipulation and its use to reach one's own goal. Indeed, individuals who score high on Machiavellianism (so-called High-Machs) are sensitive to social context and can switch between tactics of cooperation and competition when it is useful to do so (Czibor & Bereczkei, [2012](#)). Another perspective on Machiavellianism is that the socially accepted high Machs are found to be driven, insensible, manipulative, and flippant but rash, careless, undisciplined, and remiss (Kückelhaus & Blickle, [2021](#)). High Machs are more successful in the fields of marketing, business, politics, and sales—all those fields where decision-making seems to be the essence of being an influential leader. In turn, this very trait is the secret recipe for making a successful leader as these are the ones who are least affected by emotional intrusions. Such leaders are hypothesized to be vigilant in their decisions.

It appears to be sensible to accept that Machiavelli people can guess others' thoughts and comprehend social circumstances (Czibor & Bereczkei, [2012](#); Davies & Stone, [2003](#)) that they can effectively control to serve their inherent inspiration. Henceforth a few inquiries concerning Machiavellian ability and its determinants have been raised. For instance, research shows an insignificant relationship between this trait and general intelligence. It is accepted that this is because of the particularity of the cycles engaged with Machiavellianism instead of general abilities (for example general insight) (Jones & Paulhus, [2009](#); Paulhus & Williams, [2002](#)).

Machiavellians have likewise been proposed to have better "mind-reading abilities" or "Theory of Mind" (ToM; Davies & Stone, [2003](#)). Likewise, Machiavellian individuals are regularly described by separation and an absence of emotional connection to other people (Wrightsman, [1991](#)). Their emotional conflict gives off an impression of being much the same as two emotional deficits: alexithymia and anhedonia. Likewise, a similar emotional delivery was seen in individuals experiencing schizophrenia, depression, and anxiety disorders (Demenescu et al., [2010](#); Mennin et al., [2009](#)). Nonetheless, the connection between Machiavellianism and emotional deficits has been found to differ depending

upon the problem studied, and simultaneously, studies have considered just a few issues, with the principle centered around depression and anxiety disorders.

The topic of the idea of emotional distress related to Machiavellian conduct in healthy populations is tended to, in the investigation announced here to all the more likely comprehend the qualities of this multidimensional idea. The discussion about determining the emotional characteristics of psychopathology is applied here in a deliberate measure of Machiavellianism. We accept that a data clinical methodology can assist with thinking about parts of Machiavellian conduct and recognize the cognitive and affective components required to clarify the premise of this conduct and its multidimensional articulations.

Some individuals tend to maintain their reputation by appearing perfect in front of others. This urge of appearing perfect and flawless is so high that they leave no stone unturned to hide their imperfections. Perfectionistic self-presentation focuses on the expressive features of perfectionism and involves promoting one's supposed perfection to others and/or concealing one's perceived imperfections from others (Hewitt et al., [2003](#)). It is argued that perfectionistic self-presentation is a maladaptive self-presentational style. Hewitt et al. Suggested that there are three separate aspects of perfectionistic self-presentation: Perfectionistic Self-Promotion (i.e., the need to appear perfect); Nondisplay of Imperfection (i.e., the need to avoid appearing imperfect); Nondisclosure of Imperfection (i.e., the need to avoid public admission of Imperfection). It is argued that the need to promote one's perfection or the desire to conceal one's imperfection involves self-esteem regulation in the interpersonal context. Machiavellian individuals may utilize perfectionistic self-presentation in an exertion to pick up a competitive advantage over others. Perfectionistic self-presentation may work as an interpersonal impact strategy through which Machiavellian individuals communicate their favored picture of dominance and quality to others. For instance, Shepperd and Socherman ([1997](#)) proved that Machiavellian individuals tend to depict themselves as high in capacity and stand up to showing themselves as the only boss around. Machiavellian individuals tend to focus on showing up as perfect to others instead of endeavoring to be perfect. Machiavellianism was correlated with perfectionistic self-promotion, nondisclosure of imperfection, non-display of imperfection, and the construct of perfectionistic self-presentation in

each sexual orientation, showing that perfectionistic self-presentation may represent one perspective of Machiavellian individuals' chameleon-like collection of self-presentational behaviors (Sherry et al., 2006, p. 831).

This study aims at examining one of the dark triad traits; Machiavellianism along with perfectionistic self-presentation and the dominance of the latter in anticipating the decision-making style of Machiavellian individuals. It was found in past studies that Machiavellian individuals appear to be perfectionists and various other demonstrated that Machiavellianism has an impact on decision-making. Be that as it may, this study merely focuses on predicting what decision-making styles are embraced by the Machiavellians and how the perfectionistic self-presentation intercedes in its forecast.

Rationale of the Study

Leaders these days are frequently compelled to settle on choices in a short space of time, looking over different choices they have not experienced previously. Numerous issues they face are exceptional and equivocal also, and there isn't sufficient data on which to base a choice. This is particularly the situation for individuals who work in speedy and high-pressure conditions, where most ranking directors face a buffet of conceivable outcomes consistently. Most leaders are directed through their personality to carry particular decision-making strategies however this research focuses on the two traits of personality; Machiavellianism and perfectionistic self-presentation and their association with decision-making.

Research is there on most of these variables in the western context but is limited in Pakistan. Moreover, all these variables have not been studied together. Indigenous researches on Machiavellianism were also few. This study will add to the exciting body of literature on Machiavellianism and perfectionistic self-presentation in Pakistani culture. It will help in understanding a leader's style in their decision-making, and the relationship between Machiavellianism and perfectionistic self-presentation will help in understanding its role in a leader's decision-making strategies. The predictive effect of Machiavellianism and perfectionistic self-presentation will help in leading in a more effective manner and producing more leaders with solid personalities. The following objectives were examined in current research to examine the relationship of relationship Machiavellianism and perfectionistic self-presentation and decision-making to explore

Machiavellianism and perfectionistic self-presentation as predictors of decision-making to study gender differences in study variables.

Method

Participants

Ninety-seven leaders were included in the study through cross-sectional research design. The inclusion criteria of the study were both men & women with an age range of 18 to 40 years. People designated at leading positions such as managers, and CEO; working in both government and non-government organizations were included in the study.

Measures

Three instruments were used in the present study. Alpha reliability of the scales was assessed through SPSS Version 28.00. The *Machiavellian Personality Scale* (Dahling et al., 2009) is a 16-item scale with above-average alpha reliability ($\alpha = .887$). Participants indicate their responses on a seven-point scale. The *Perfectionistic Self-Presentation Scale* (PSPS; Hewitt et al., 2003) is a 27-item multidimensional scale with $\alpha = .851$. It is separated into three subscales: 10 items of perfectionistic self-promotion, 7 items of non-disclosure, and 10 items assessing the non-display of imperfection. Participants offer their selection on a 7-point scale and the *Decision Styles Questionnaire* measures the following decision styles: anxiety, avoidance, brooding, dependent, vigilance, intuition, and spontaneity. It is 36 questionnaires on a five-point Likert scale (strongly agree to strongly disagree). For the Decision Style Questionnaire $\alpha = .827$ was calculated.

Procedure

First of all, prior permission from the authors of the scales was taken. The importance of the research and the nature of the tools was explained to the respondents. Consent was taken from participants and it was explained to the participants that their participation is completely voluntary and their confidentiality will be maintained. The participants had the full right to withdraw at any time. After the consent form, questionnaires were filled through an online google survey form using the link provided to them via different platforms i.e; WhatsApp, Facebook, LinkedIn, etc. After completing the online questionnaires, participants were thanked for their quality time through an auto-generated message. A pilot study with 30

participants was done before the complete data collection. The reliability of the tools came out nearly perfect so further data collection was continued. After collecting data, the survey was marked as per the scoring guidelines of each scale provided by the authors of the respective scales.

Results

Our main analysis, hypothesis I states there is an association between the study variables; Machiavellianism, perfectionistic self-presentation, and decision-making. Subsequently, the first hypothesis explored whether each variable has an impact on the other or not. Pearson Product Moment Correlation was used to explore the relationship between Machiavellianism, perfectionistic self-presentation, and decision-making. The results for Pearson Product Moment Correlation are given in Table 1.

Table 1

Pearson Product Moment Correlation Between Variables(N=97)

Variables	1	2	3	4	5
1. Age	-	.007	-.506**	.231*	-.392**
2. Gender	-	-	.017	.361**	-.71
3. MAC	-	-	-	.394**	.602**
4. PSP	-	-	-	-	.218*
5. Decision-making style	-	-	-	-	-

Note. * $p < .05$. ** $p < .01$. *** $p < .001$.

Pearson Product Moment correlation was run to find the relationship between age, gender, Machiavellianism, perfectionistic self-presentation, and decision-making. Results (reported in Table 4.1) indicated that age has a significant positive relationship with perfectionistic self-presentation ($r = .231^*$) and a significantly negative relationship with Machiavellianism ($r = -.506^{**}$) and decision-making ($r = .392^{**}$). Furthermore, gender and perfectionistic self-presentation are positively correlated ($r = .361^{**}$). Machiavellianism has a highly significant relationship with both perfectionistic self-presentation and decision-making ($r = .394^{**}$ and $r = .602^{**}$ respectively). Perfectionistic self-presentation and decision-making also have a positive association with each other ($r = .218^*$). Overall, the strongest relationship was between Machiavellianism with decision-making ($r = .602^{**}$) followed by Machiavellianism with age ($r = -.506^{**}$) and perfectionistic self-presentation ($r = .394^{**}$). Thus, the hypothesis is

partially accepted as some of the variables and correlated while others have no significant relation.

Hypothesis II proposed that low Machs and high Machs score differently in decision-making. In order to explore this hypothesis, scores were first categorized as low and high by calculating the median. The analysis categorized 40 respondents as low Machs and 57 others as high Machs (Med = 64). After successful categorization, independent samples T-test was run on the categorized Machiavellianism variable to check the difference between the levels (low and high) of Machiavellianism in decision-making. Results are reported below:

Table 2

Independent Sample t.test between MAC and decision-making (N=97)

Variables	Low (n =40)		High (n =57)		t	p	95% CI		Cohen' s d
	M	SD	M	SD			LL	UL	
DSQ	110.65	13.54	123.74	22.03	-3.34	.238	-1.10	-.27	.688

Results indicated no difference between the decision-making of high and low Machs. Therefore, hypothesis II is rejected, as there are no significant differences.

Discussion

The present study aimed to investigate the relationship between Machiavellianism, perfectionistic self-presentation, and decision-making in leaders. It was hypothesized that demographic variables— age and study variables—Machiavellianism, perfectionistic self-presentation, and decision-making are likely to have some kind of association with each other. Pearson product-moment correlation was used. Independent sample t-test was used to assess gender differences in perfectionistic self-presentation. Independent sample t-test was also used to assess decision-making differences in high and low Machs. The findings of the study were discussed in light of previous literature.

In the first analysis, it was hypothesized that age, Machiavellianism, perfectionistic self-presentation and decision-making are likely to have some kind of association with each other. The results revealed a significant positive correlation of age with perfectionistic self-presentation while it is significantly negatively correlated with Machiavellianism and decision-

making. This explains that with growing age Machiavellianism's personality fades out and the decision-making ability weakens whilst as a person grows older, he becomes more involved in expressing himself as a perfectionist.

In research from Götz et al. (2020), Machiavellianism showed a steep upward trend from late childhood into adolescence, when it peaked, followed by a marked downward trend that started in emerging adulthood and continued until the transition into retirement (age 65), with a notably stronger downward trend between age 55 and age 60. In another study (Mudrack, 1992), Mach scores appeared to decline with age; respondents aged 38 years and older had significantly lower scores than the two younger groups of respondents. The results of the present research also showed similar results, so the results were in accordance with the previous research.

Machiavellianism and the other two study variables—perfectionistic self-presentation and decision-making were declared significantly positively correlated with each other. This depicts that high Machs are more conscious about their perfectionistic self-presentation and are, therefore, more involved with their decision-making ability. According to research (Sherry et al., 2006), Machiavellianism was correlated with perfectionistic self-presentation in each gender, indicating that perfectionistic self-presentation may represent one aspect of Machiavellian individuals' chameleon-like repertoire of self-presentational behaviors. Congruent with research indicating Machiavellian individuals are practical and expedient manipulators (Fehr et al., 1992) when confronted with perfectionistic demands from critical others, Machiavellian individuals seem to choose a deceptive response (i.e., appearing as perfect to others) over a comparatively effortful response (e.g., actually striving for perfection). Research from Ralston et al. (1993), explores how values held by managers influence their decision-making behavior. Machiavellianism was one of the measures used to assess these values. The findings indicate that differences exist to affect decision-making behavior. This, however, leads to the conclusion that decision-making holds a positive correlation that is congruent with the present research findings.

Last but not the least, the correlational results of perfectionistic self-presentation and decision-making explain that leaders with higher perfectionistic self-presentation scores tend to be keen in decision-making. According to research (Sproles & Sproles, 1990), the Perfectionism trait

measures a consumer's search for the highest or very best quality in products. Those who score high on it appear to be seekers of the very best, while those scoring low are less quality or functionally oriented in purchasing. Those higher in perfectionism would also be expected to be more careful and are moderate decision-makers. The research shows some congruency with present research findings however, there is a probability of difference in the perfectionism trait and perfectionistic self-presentation. The findings were consistent with the literature, so the hypothesis was accepted.

Conclusion

The purpose of the present study was to investigate the relationship between Machiavellianism, and perfectionistic self-presentation decision-making in leaders. The study confirms that Decision-making in leaders has a significant relationship with Machiavellianism and perfectionistic self-presentation. Differences in Mach levels in decision-making and gender differences in perfectionistic self-presentation were examined. However, it revealed no significant results. The present study findings were in coherent with previous research.

Limitations and Suggestions

Amidst the COVID-19 lockdown, the online study was conducted. It was challenging to acquire data from the targeted sample. Only self-report measures were used in the study to gather responses. Machiavellianism and perfectionistic self-presentation scales had items that evaluate undesirable behaviors. Respondents may answer those questions to depict themselves as socially desirable. Experimental behavioral studies could be performed to measure decision-making in a proper setting. Overall questionnaire was quite lengthy for the participants. Short indigenous questionnaires could not be found for the assessment of perfectionistic self-presentation and decision-making. Therefore, indigenous tools investigating these constructs may be developed. Qualitative research can be done to understand the underlying causes of perfectionistic self-presentation in leaders. Environmental and some situation-specific facets were not taken into account and were not explored in this study. The present study might have shown common method variance due to the use of self-report measures, which might have inflated the relationship among variables of the present research. Study was done using data collected from leaders. However, an

online survey doesn't guarantee the performance of leaders who participated in the study. A comparative study of leaders in different positions could be designed to investigate the differences.

Implications

The present study adds to the literature of decision-making in Pakistan. Further studies can be conducted on this research, strengthening its reliability. The present study will help researchers further investigate decision-making in leaders providing a better road to becoming a successful leader. This study can help researchers explore leaders' decision-making and the underlying causes behind it. This study provides a baseline that young Machs are more decisive. So, researchers can conduct an experimental study to check what happens to leaders' decision-making in a setting where perfectionistic self-presentation overtakes.

References

- Bruch, H., Gerber, P., & Maier, V. (2005). Strategic change decisions: Doing the right change right. *Journal of Change Management*, 5(1), 97-107. <https://doi.org/10.1080/14697010500067390>
- Christie, R., & Geis, F. L. (1970). Chapter I-Why Machiavelli. *Studies in Machiavellianism*, 1-9.
- Clancy, T. R., & Delaney, C. W. (2005). Complex nursing systems. *Journal of Nursing Management*, 13(3), 192-201. <https://doi.org/10.1111/j.1365-2834.2004.00518.x>
- Czibor, A., & Bereczkei, T. (2012). Machiavellian people's success results from monitoring their partners. *Personality and Individual Differences*, 53(3), 202-206. <https://doi.org/10.1016/j.paid.2012.03.005>
- Dahling, J. J., Whitaker, B. G., & Levy, P. E. (2009). The development and validation of a new Machiavellianism scale. *Journal of Management*, 35(2), 219-257. <https://doi.org/10.1177/0149206308318618>
- Davies, M., & Stone, T. (2003). Synthesis: Psychological understanding and social skills. In B. Repacholi & V. Slaughter (Eds.), *Individual differences in theory of mind: Implications for typical and atypical development* (pp. 305–352). Psychology Press.

- Demenescu, L. R., Kortekaas, R., den Boer, J. A., & Aleman, A. (2010). Impaired attribution of emotion to facial expressions in anxiety and major depression. *PloS One*, 5(12), e15058. <https://doi.org/10.1371/journal.pone.0015058>
- Drucker, P. F. (2006). *Classic Drucker: Essential wisdom of Peter Drucker from the pages of Harvard Business Review*. Harvard Business Press.
- Fehr, B., Samson, D., & Paulhus, D. L. (1992). The construct of Machiavellianism: Twenty years later. In C. D. Spielberger & J. N. Butcher (Eds.), *Advances in Personality Assessment*. Lawrence Erlbaum Associates, Inc.
- Götz, F. M., Gvirtz, A., Galinsky, A. D., & Jachimowicz, J. M. (2021). How personality and policy predict pandemic behavior: Understanding sheltering-in-place in 54 countries at the onset of COVID-19. *American Psychologist*, 76(1), 39. <https://doi.org/10.1037/amp0000740>
- Hewitt, P. L., Flett, G. L., Sherry, S. B., Habke, M., Parkin, M., Lam, R. W., ... & Stein, M. B. (2003). The interpersonal expression of perfection: Perfectionistic self-presentation and psychological distress. *Journal of Personality and Social Psychology*, 84(6), 1303. <https://doi.org/10.1037/0022-3514.84.6.1303>
- Jones, D. N., & Paulhus, D. L. (2009). Machiavellianism. In M. R. Leary & R. H. Hoyle (Eds.), *Handbook of individual differences in social behavior* (pp. 93–108). The Guilford Press.
- Kase, L. (2010). Great Leaders are Great Decision-Makers: Three qualities to take the paralysis out of decision analysis. *Graziadio Business Review*, 13(4). <https://gbr.pepperdine.edu/2010/10/great-leaders-are-great-decision-makers/>
- Kückelhaus, B. P., & Blickle, G. (2021). Another perspective on five factor Machiavellianism. *Journal of Personality Assessment*, 103(6), 740-751. <https://doi.org/10.1080/00223891.2021.1905652>
- Mennin, D. S., McLaughlin, K. A., & Flanagan, T. J. (2009). Emotion regulation deficits in generalized anxiety disorder, social anxiety disorder, and their co-occurrence. *Journal of Anxiety Disorders*, 23(7), 866-871. <https://doi.org/10.1016/j.janxdis.2009.04.006>

- Mudrack, P. E. (1992). Additional evidence on age-related differences in Machiavellianism in an adult sample. *Psychological Reports, 70*(3_suppl), 1210-1210. <https://doi.org/10.2466/pr0.1992.70.3c.1210>
- Paulhus, D. L., & Williams, K. M. (2002). The dark triad of personality: Narcissism, Machiavellianism, and psychopathy. *Journal of Research in Personality, 36*(6), 556-563. [https://doi.org/10.1016/S0092-6566\(02\)00505-6](https://doi.org/10.1016/S0092-6566(02)00505-6)
- Prentice, W. C. H. (2004, January). Understanding leadership. *Harvard Business Review*. <https://hbr.org/2004/01/understanding-leadership>
- Ralston, D. A., Gustafson, D. J., Terpstra, R. H., Holt, D. H., Cheung, F., & Ribbens, B. A. (1993). The impact of managerial values on decision-making behaviour: A comparison of the United States and Hong Kong. *Asia Pacific Journal of Management, 10*, 21-37. <https://doi.org/10.1007/BF01732222>
- Scott, S. G., & Bruce, R. A. (1995). Decision-making style: The development and assessment of a new measure. *Educational and Psychological Measurement, 55*(5), 818-831. <https://doi.org/10.1177/0013164495055005017>
- Shepperd, J. A., & Socherman, R. E. (1997). On the manipulative behavior of low Machiavellians: Feigning incompetence to "sandbag" an opponent. *Journal of Personality and Social Psychology, 72*(6), 1448. <https://doi.org/10.1037/0022-3514.72.6.1448>
- Sherry, S. B., Hewitt, P. L., Besser, A., Flett, G. L., & Klein, C. (2006). Machiavellianism, trait perfectionism, and perfectionistic self-presentation. *Personality and Individual Differences, 40*(4), 829-839. <https://doi.org/10.1016/j.paid.2005.09.010>
- Sherry, S. B., Law, A., Hewitt, P. L., Flett, G. L., & Besser, A. (2008). Social support as a mediator of the relationship between perfectionism and depression: A preliminary test of the social disconnection model. *Personality and Individual Differences, 45*(5), 339-344. <https://doi.org/10.1016/j.paid.2008.05.001>
- Sproles, E. K., & Sproles, G. B. (1990). Consumer decision-making styles as a function of individual learning styles. *Journal of Consumer*

Affairs, 24(1), 134-147. <https://doi.org/10.1111/j.1745-6606.1990.tb00262.x>

Vroom, V. H. (2003). Educating managers for decision making and leadership. *Management decision*.

Wrightsman, L. S. (1991). Interpersonal trust and attitudes toward human nature. In J. P. Robinson, P. R. Shaver, & L. S. Wrightsman (Eds.), *Measures of personality and social psychological attitudes*. Academic Press