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# Machiavellianism and Endorsement of Appeal Type: An Examination of Organization Recruitment

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MACHIAVELLIANISM AND ENDORSEMENT OF APPEAL

TYPE: AN EXAMINATION OF ORGANIZATION

RECRUITMENT

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Master's Program in Experimental Psychology

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Charles Ambler, Ph.D.  
Dean of the Graduate School

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by

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## **Dedication**

To my parents who offer me nothing short of unconditional support.

&

To Brian for his love and generosity.

MACHIAVELLIANS AND ENDORSEMENT OF APPEAL  
TYPE: AN EXAMINATION OF ORGANIZATION  
RECRUITMENT

by

STEVEN MICHAEL MUELLER, B.S.

THESIS

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## **Abstract**

Machiavellianism is characterized by a cynical worldview, a relativistic ethical orientation, and a willingness to manipulate others. Because those higher in Machiavellianism are successful at obtaining positions of power, research is needed to better understand the ways these individuals influence others' attention and behavior. This study examined the effect of Machiavellianism and related personalities narcissism and psychopathy on appeal type preference (guilt-based, ego-promoted, or neutral). In this study, Machiavellianism was not associated with appeal type preference. Those higher in psychopathy, however, were more likely to endorse guilt-based persuasiveness. Further, those higher in narcissism reported positive attitudes toward the recruitment statement. More research on appeal types and individual differences is needed to improve our understanding of effective appeals and for whom the appeals are effective.

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## Chapter 1: Introduction

Machiavellianism was termed after the aspiring political advisor, Nicolló Machiavelli, whose position on politics (at least in writing) was to utilize ruthlessness and exploitation in a tempered fashion (Christie & Geis, 1970). His most notable work, “The Prince,” details a cynical view of humanity, where individuals are best controlled by a strong leader. Machiavelli also articulates the importance of planning and manipulation for leaders to maintain control. The expedient nature of Machiavellianism has been summed up in phrases like, “*the ends justify the means*,” which underscores the expedient nature of the Machiavellian individual. In Machiavelli’s writings, he articulated the idea that unnecessary ruthlessness leads to poor outcomes and should only be used as a last resort (Machiavelli, 1517/1970). Further, Machiavelli advocated a type of deception considered cautious and strategic rather than reckless (Jones & Paulhus, 2011).

Some researchers assert that the willingness to manipulate others is a central component of a “dark” personality (Book, Visser, & Volk, 2015; Bursten, 1973; Jones & Figueredo, 2013). Three different traits have been identified with manipulation as a core feature, these are: narcissism, psychopathy, and Machiavellianism, otherwise known as the “Dark Triad” (Paulhus & Williams, 2002). All three personality traits are highly correlated due to their overlap of emotional callousness and interpersonal manipulation (Jones & Figueredo, 2013). In spite of their common manipulative tendencies, these three personality types manipulate in fundamentally different ways (Jones & Paulhus, 2017). For example, highly psychopathic individuals manipulate for short-term gain, whereas narcissistic individuals manipulate for egoistic reasons. Machiavellian individuals, on the other hand, can manipulate with respect to short or long-term goals, suggesting greater flexibility (Bereczkei & Birkas, 2014). Thus,

Machiavellian individuals' nature and form of manipulative attempts may differ from other dark personalities.

## **1.1 THE MACHIAVELLIAN CONSTRUCT**

Some of the most notable features of a Machiavellian individual include a cynical worldview, an ability to cautiously strategize, a relative sense of morality, and a willingness to manipulate others (Christie & Geis, 1970). Many of these characteristics are related to each other. Therefore, each of them are discussed in turn.

Individuals high in Machiavellianism have a cynical worldview. Thus, they believe that humans are inherently selfish (Christie & Geis, 1970). Further, research suggests that those high in Machiavellianism experience less remorse when behaving unethically as compared to those low in Machiavellianism (Murphy, 2012). This is an important differentiating characteristic that may allow the Machiavellian individual to be successful at manipulation.

Individuals high in Machiavellianism are cautious strategists. These individuals are not driven by immediate gratification (Hare & Neumann, 2008) or grandiose entitlement such as those high in narcissism (Emmons, 1987). Instead, those high in Machiavellianism are driven by long-term selfish goals and are more successful than are other Dark Triad traits at long-term planning (Jones & Paulhus, 2009). For example, Harrell and Hartnagel (1976) found that individuals high in Machiavellianism were less likely to steal than were individuals low in Machiavellianism while under a supervisor's surveillance, yet individuals high in Machiavellianism were more likely to steal while not under surveillance. This effect was even stronger when the high Machiavellian individuals believed their supervisor did not trust them.

Individuals high in Machiavellianism report a willingness to manipulate others to achieve their goals. For successful manipulation to take place, one must not only directly benefit at the

expense of another but also must lack the humane or ethical contemplation for another's interests (Holley, 1977). Further, Abramson (1973) argued that Machiavellian individuals emphasize logical considerations that result in his or her benefitting from the interpersonal interaction. Research has shown that rational and logical considerations mute empathetic responding in the brain (Molinsky et al., 2012). Not surprisingly, individuals high in Machiavellianism tend to think rationally about their course of action (Jones & Paulhus, 2009). In essence, Machiavellian individuals focus on beneficial outcomes for themselves irrespective of how their actions may impact others.

Machiavellian individuals have an impersonal, or detached, orientation toward others. Despite the outrage a Machiavellian individual can elicit through moral manipulation, they can maintain a cool demeanor (Jones, 2016). Bereczkei (2015) argues that this flexible orientation allows individuals high in Machiavellianism to freely and dispassionately, assess a situation, and then implement strategy to achieve their desired outcome.

The morality of Machiavellian individuals is still not well understood. Some suggest that these individuals have a utilitarian perspective rather than a moral view of their interactions with others (Christie & Geis, 1970). Leary, Knight, and Barnes (1986) assert that individuals high in Machiavellianism adhere to a systematic code of ethics but as relativistic ethical guidelines rather than moral absolutes. Moral or relativistic ethical principles differ from moral absolutes in that they are subjective, such that they are ideals based on context-specific circumstances (Forsyth, 1980). Thus, understanding these context-specific circumstances could provide insight into the ethical thinking of an individual high in Machiavellianism.

Some research has examined the role of relative ethics among Machiavellians. Bogart, Geis, Levy, & Zimbardo (1970) found that Machiavellian individuals are more likely to cheat on

a task than individuals low in Machiavellianism only when there is rational justification to cheat. Martinez (1987) concluded that although individuals high in Machiavellianism are more likely to endorse a philosophy of opportunism and deceit, those high and low in Machiavellianism do not differ on sociopolitical scales of traditional moralism, new left philosophy, or revolutionary tactic. Therefore, if Machiavellians adhere to a guideline of relativistic ethics, then understanding the circumstances in which the Machiavellian deems manipulation ethically acceptable could provide insights into successful persuasion tactics.

## **1.2 CONTEXT OF THE MACHIAVELLIAN INDIVIDUAL**

The study of manipulative personalities is of the utmost importance to further understand the complexity of human deception (Christie & Geis, 1970). Manipulation is not a diagnostic syndrome; instead, it is a way of thinking and acting (Bursten, 1973). Further, understanding manipulative personalities provides insight to the complexities of human nature, such as guilt, ethical decision making, and morality. It is also important to note that Machiavellian individuals exist in all professions. This manipulative personality is highly noted within businessmen, politicians, and administrators (Vedel & Thomson, 2017; Bursten, 1973). Therefore, research examining the environments in which Machiavellian manipulation is most successful would offer important insights on these contexts.

Studying Machiavellianism, and related variables, is valuable in order to gain insights into human decision-making, persuasion, leadership, and personality. The study of Machiavellianism may further our understanding of business decisions, political decisions, and even may help with understanding leadership in terrorist organizations (e.g., Neria, 2017). Researchers have made arguments for the need of context specific assessments of Machiavellian behaviors (Jones, *in press*; Kessler et al., 2010; Paal & Bereczkei, 2007). In particular,

Machiavellian individuals may be prone to manipulate in some situations and not others (Jones & Paulhus, 2017). To address this limitation, this research will examine the role of Machiavellianism in a business context. The business literature can benefit from a better understanding of how individuals make decisions and how to effectively influence behavioral change.

Businesses are one important context to study Machiavellianism (Jones, 2016). Although the presence of Machiavellian individuals may impact aspects of a business, one aspect may be especially interesting: marketing. Businesses and organizations in general, rely on marketing to recruit consumers or new members to their organization. Although some research suggests Machiavellian individuals do not make good desirable social companions (Wilson, Near, & Miller, 1998), short-lived persuasion, such as a recruitment statement, may be an ideal context for those high in Machiavellianism to engage in manipulation. Note, however, that the ability of Machiavellian individuals to persuade others in this indirect context has not been fully studied.

### **1.3 APPEAL TYPES AND ORGANIZATION RECRUITMENT**

There are a variety of different appeals that organizations use to influence attitude and behaviors toward their product or service. Influence, similar in function to manipulation, is a tactic used to change an individual's behavior, beliefs, and attitudes. These appeal tactics can vary from humor to fear, and have been studied in previous literature (Glascoff, 2000; Hornikx & O'Keefe, 2009). In particular, research has investigated two key appeal types, which are guilt and ego.

Guilt appeals are commonly used by organizations to promote pro-social behaviors. Guilt has been most commonly used by charities or for health-related products (Huhmann & Brotherton, 1997). Further, guilt appeals are also considered comparably effective to three main



other appeal types – humor, sexual, and comparison appeals. This appeal type has been readily studied. Overall, guilt appeals are effective at influencing individuals to action (Huhmann & Brotherton, 1997). The famous ASPCA commercial with Sarah McClachlan’s “Arms of an Angel” music combined with guilt appeals such as, ‘This is your chance to say, I won’t sit by while an animal suffers,’ is an example of a guilt-based appeal. Miceli (1992) defined three components of a successful guilt induction. The first component is establishing responsibility. The second component emphasizes how action, or lack of action, results in harm. The third component establishes how inaction is a violation of a moral standard. Combined, these components enable an organization to effectively influence an individual to action. On the other side of the influence spectrum, there are ego-promotion appeals.

Ego-promotion appeals are another example of influential appeal tactic. It is important to note, however, not as much research has been conducted on ego-promotion appeals when compared to guilt appeals. Perez and Steinhart (2014) called for research on ego-promotion appeals, predicting that provoking self-identity through promoting a sense of belonging would also increase evaluations toward the advertisement and result in behavioral change (e.g. increased purchase intentions). Nevertheless, research on personalized appeals that reinforce a particular social identity leads to favorable evaluations toward an advertised product (Perez & Steinhart, 2014). Although examples of research on ego-promotion appeals are sparse, there are every day examples, (such as the government’s use of Uncle Sam’s, “I want YOU!” campaign for military recruitment), the provide evidence of the presence of ego-promotion appeals.

Comparing guilt-based and ego-promoted appeals is particularly interesting. Guilt appeals have a negative valence but are generally associated with pro-social outcomes. Because guilt taps into morality, there may be a contradiction among those who more highly express

Machiavellian features. Specifically, Machiavellians may endorse guilt influence for others, but not be susceptible to guilt influence themselves. Assessing ego-promotion appeals will also provide greater insight into the use of the not well understood, but commonly used, ego-promotion influence.

Often, appeal literature is oriented toward product or service advertisements but little research has examined recruitment tactics and appeal types of organizations (Hegghammer, 2013). Social organizations are comprised of individuals with likeminded goals. Further, there are two types of social organizations that are of interest. First, pro-social organizations have positive effects on the community and create a societal cohesiveness. Thus, understanding what types of appeal statements are most effective at influencing people to join these organizations may provide insights into implementing behavioral change. Second, antisocial organizations can result in community harm. Research on hate groups demonstrate that their recruitment strategies are becoming more sophisticated (Blazak, 2001). Therefore, assessing what type of appeal is most effective at recruiting individuals helps us identify active and effective recruitment for such organizations. These two types of organizations share many similarities.

There are instances of when pro-social organizations develop into anti-social ones. For example, pro-environmental groups can evolve into eco-terrorist groups over time (Liddick, 2006). These groups begin with good intentions and strong moral policies advocating for the greater good. Over time, however, leadership of these organizations change. The new leaders are often more extreme or radical than the previous leader, advocating a bigger promise of progress, which can lead to anti-social outcomes (Liddick, 2006). As Machiavellian individuals are associated with a dark view of humanity (Burris, Rempel, Munteanu, & Therrien, 2013) and have orientation toward expediency, duplicity, and opportunism (McIlwain et al., 2011),

Machiavellian individuals may be the leaders who push these organizations to negative outcomes. Thus, understanding a Machiavellian individual's decision-making and orientation process when convincing others to join their cause is critical.

#### **1.4 MACHIAVELLIANISM AND MANIPULATION**

Individuals high in Machiavellianism are generally considered socially attractive and charismatic leaders by others (Christie and Geis, 1970; Deluga, 2001). More broadly, individuals high in Machiavellianism are considered manipulative, amoral, and opportunistic (Christie & Geis, 1970; Martinez, 1987; McIlwain, 2003). Machiavellian individuals are calculated in their responses (Belschak, et al. 2015). Further, some research suggests individuals high in Machiavellianism are experts in emotional manipulation of others to achieve their goals (Austin, Farrelly, Black, & Moore, 2007; see also Bagozzi et al., 2013). Although Machiavellian individuals have poor theory of mind (i.e., Austin et al., 2007; Paal & Bereczkei, 2007), they are able to recognize negative affect in others (Bagozzi et al., 2013). Thus, in order for Machiavellian individuals to be long-term strategic planners, they have to be cautious in their reactions, but also find a way to appeal to the attitudes of the target of their manipulation (Dussault, Hojjat, & Boone, 2013).

The present research will broaden the deceptive perspective of Machiavellianism to examine the ability to influence attitudes and behavioral action. Bereckzei (2015) claims that Machiavellian individuals are successful with their persuasion tactics because of their ability to identify the most appropriate target for their manipulation. Further, Machiavellian individuals manipulate others while remaining emotionally detached. They also have the ability to avoid regret (McHoskey, Worzel, & Szyarto, 1998). Thus, Machiavellian individuals may be extremely effective recruiters, lobbyists, and campaigners (Harris & Lock, 1996).

Recruitment statements involve a superficial relationship for an organization to influence membership or purchase behaviors. The purpose of such messages is to convince an individual to change his or her attitude, effect behavioral intentions, or change behavior. Belschak et al., (2015) suggest that individuals high in Machiavellianism create a desirable image. Thus, part of this study is focused on Machiavellianism and persuasion to alter attitudes in a positive way toward an organization. Since Machiavellians are effective at creating a desirable image, they may also be effective at creating a desirable recruitment statement.

Machiavellian individuals are also flexible with their influence tactics. For example, Machiavellianism is positively correlated with planning different types of communication, supporting the assertion that Machiavellian individuals spend time strategizing how to influence others (Allen, 1990). Further, Machiavellian individuals are particularly effective at demonstrating mutual interest between individuals, parties, or coalitions. This is arguably one of the most effective tools used in creating attitude and behavior change (Harris & Lock, 1996). Carpenter (1990) suggests that Machiavellian individuals are flexible with their implementation of influence tactics to best persuade others to follow. Interestingly, Geis and Moon (1981) found that not only are Machiavellian individuals more skillful at lying, but they also create more believable lies than their counterparts. Skill at lying may be dependent on persuasive tactics.

Some research has examined the use of soft vs. hard tactics by Machiavellian individuals to influence others. Kipnis, Schmidt, and Wilkinson (1980) defined soft tactics as less aggressive and a more indirect form of influence that does not threaten the target's sense of control. Also, power and hard tactics are defined as more assertive and a more direct threat to an individual's sense of control and power. One study examined dyads of leader and follower to see which tactic a follower would use to try and influence a Machiavellian leader (Capezio, Wang, Restubog,

Garcia, & Lu, 2015). Jones, Neria, and Smith (*in prep*) posit that Machiavellian individuals will use soft tactics, and more specifically, they will use an individual's sacred values to motivate them. Capezio et al. (2015) found that the higher Machiavellian the leader, the follower was more likely to use ingratiation (soft-tactic) if they are a female or assertiveness (hard tactic) if they are a male. Although this finding clearly suggests the Machiavellian individual's ability to induce gender stereotypes (by influencing females to use soft tactics and males to use hard tactics), more broadly, this finding suggests that Machiavellian leaders can significantly influence follower's behaviors. Although a seminal finding, Capezio et al. (2015) did not address whether the tactic the follower used influenced the Machiavellian leader.

Although research shows that followers perceive Machiavellian leaders as less sympathetic (Rauthmann, 2012) and abusive (Kiazad et al., 2010), little is known about the type of strategies that are perceived as effective for Machiavellian individuals. Further, some researchers have criticized Machiavellian research for lacking context specific investigations (Kessler et al., 2010). In the workplace, Castille et al. (2017) suggests that competition for resources for a Machiavellian individual motivates them to use unethical strategies to facilitate their own career advancement. Although this is not a form of interpersonal manipulation, research suggests that a Machiavellian individual can be persuaded to act unethically when facing competition (Castille et al., 2017), and that Machiavellian individuals would perceive these tactics as more effective.

However, persuading someone high in Machiavellianism is not easy. Christie & Geis (1970) argued that high Machiavellian individuals are not easily persuaded as compared to low Machiavellian individuals. Czibor, Vinze, & Bereczkei (2014) claim that Machiavellian individuals are motivated more by strategic consequences and are emotionally detached from

situations. Thus, they are insensitive to emotional appeals, and little is still known about what tactics are effective at manipulating Machiavellian individuals. Thus, this research looks to examine what appeal type, if any, may influence Machiavellian individuals; and what tactics they may use on others.

As previously discussed, Machiavellian individuals have a cynical world view. This cynical worldview is expressed through doubting others' fundamental goodness, integrity, and sincerity (Mason & Mudrack, 1997). This cynicism leads to an emotional detachment which allows the Machiavellian individual to approach situations with a rational and analytical mindset (Mason & Mudrack, 1997; Bereczkei, 2015). This evidence further supports that Machiavellian individuals will be resistant to persuasion appeals because of their cynical perspective and mistrust of others (Christie & Geis, 1970). Thus, this research also looks to examine Machiavellian distrust toward recruitment strategies as a result of their cynical worldview.

## **1.5 THE PRESENT STUDY**

Machiavellian individuals are successful and strategic manipulators (Christie & Geis, 1970; Paulhus & Williams, 2002), yet they have low levels of emotional intelligence and lack empathy (Ali, Amorim, & Chamorro-Premuzic, 2010). This combination of traits may lead Machiavellian individuals to choose to manipulate others using a guilt appeal.

The type of appeal used may help us understand how to increase prosocial involvement (e.g. protecting the environment) and how to reduce anti-social recruitment (e.g. terrorist organizations). This may be done by implementing effective appeals that promote and demote certain behaviors. Thus, this study will examine Machiavellian appeal tactics for a fictitious organization that has a prosocial cause (against animal abuse) but also reflects language that suggest the organization may have extreme views.

**H<sub>1</sub>:** *Machiavellianism will be significantly associated with using guilt appeals in recruitment statements for a pro-social organization.*

Some researchers argue that Machiavellian individuals are not able to comprehend emotions such as guilt, shame, and empathy (Blair, 2003; Davis & Stone, 2003). The Machiavellian individual's cynical worldview and distrust of others suggests that they are not persuaded by arguments of conventional morality (Flynn, Reichard, & Slane, 1987). Further, Machiavellian individuals' are not driven by internal guilt (Murphy, 2012). Therefore, this study will assess not only what appeal strategy Machiavellian individuals would use to persuade others, but also what strategy would be most effective on a Machiavellian individual.

**H<sub>2</sub>:** *Machiavellianism will be significantly less influenced by guilt appeals in recruitment statements for a pro-social organization.*

Specifically, **H<sub>1</sub>** and **H<sub>2</sub>** will test whether Machiavellian individuals will endorse a guilt based appeal, while finding the guilt based appeal to be the least convincing appeal type. This study uniquely assesses how a Machiavellian individual will try to manipulate others to join an anti-social organization without any interpersonal interaction but rather through an open recruitment statement. Little to no research exists that suggests pro-social causes differ on persuasive appeal tactics from anti-social causes. Interestingly, Eagen (1996) found that even among individuals who join pro-social, good-hearted causes, violence and destruction can develop out of frustration. Further, Machiavellian individuals express a relativistic ethical orientation.

Individuals with high general ethical orientation are unlikely to endorse cheating behaviors (Allmon, Page, & Roberts, 2000). Much research has discussed the ethics of using appeals in recruitment and advertising campaigns (Hastings, Stead, & Webb, 2004; Maciejewski,

2004). If high ethical orientation perceives guilt-based and ego-promotion appeals as manipulative, these individuals would be more likely to endorse a neutral-toned appeal for organizational recruitment.

**H3:** *Ethical orientation will be significantly associated with using neutral-toned appeal in recruitment statements for a pro-social organization.*

In addition, agreeable individuals are highly cooperative and sympathetic (John & Srivastava, 1999). Therefore, highly agreeable individuals may be more susceptible to appeals that target sympathy and failure to cooperate such as a guilt appeal.

**H4:** *Agreeableness will be significantly associated with vulnerability (greater influence) towards guilt appeals in recruitment statements for a pro-social organization.*

Although Machiavellian individuals may most uniquely be effective at persuasion, all three Dark Triad traits can have impacting effects on a business (Jonason, Slomski, & Partyka, 2012). Narcissists, in particular, find themselves in positions of leadership (Brunell et al., 2008). As narcissists are ego-driven, it is hypothesized that Narcissistic individuals will endorse ego-promotion appeals.

**H5:** *Narcissism will be significantly associated with using ego-promotion appeals in recruitment statements for a pro-social organization.*

In an effort to assess all of the Dark Triad traits, the personality cluster known for its callous manipulation, psychopathy was also examined. In a business context, psychopathy has been positively associated with charisma and presentation style (Babiak, Neumann, & Hare, 2010). Further, ten Brinke et al. (2017) suggest that psychopathic individuals are impulsive and proficient at interpersonal manipulation. Moreover, psychopathic individuals are instrumentally aggressive (Glenn & Raine, 2009). Thus, due to this goal-driven instrumental behavior, paired



with impulsivity and a highly positive charisma/presentation style, this study will examine whether psychopathic individuals will endorse appeals regardless of appeal type to maximize the outcome of recruitment.

**H6:** *Psychopathy will be significantly associated with endorsement for all appeal types in recruitment statements for a prosocial organization.*

## **Chapter 2: Method**

### **2.1 PILOT STUDY**

Before testing the hypotheses, it was important to establish effective recruitment statements that were also comparative to one another. First, three appeal statements were created (guilt-based, ego-promotion, and neutral-toned). These statements were designed to be as similar as possible, with only the manipulation (appeal type) that differed between them. After the statements were created, a pilot study was conducted on the three appeal types to ensure variance across the conditions. Data was collected on Amazon's Mechanical Turk and participants (N = 73) were compensated (\$0.25) for their time. A within subjects design was implemented to assess floor and ceiling effects across appeal types. Descriptive information can be found in Table 1 and suggests that no appeal-type had ceiling or floor effects and were comparative to one another. Thus, the three appeal-types were used for the analyses in the study.

Table 1. Pilot Study Descriptive Statistics

Appeal Type	Dependent Variable	Min.	Max.	<u>M</u>	<u>SD</u>
Ego-appeal					
	Important Organization	1	7	2.98	1.758
	Interest Join	1	7	3.57	1.871
	Convince Self	1	2	1.52	0.504
	Convince Others	1	2	1.41	0.495
Guilt-appeal					
	Important Organization	1	7	3.58	1.778
	Interest Join	1	7	4.39	1.943
	Convince Self	1	2	1.66	0.479
	Convince Others	1	2	1.7	0.462
Neutral-appeal					
	Important Organization	1	7	3.11	1.757
	Interest Join	1	7	3.79	1.747
	Convince Self	1	2	1.6	0.495
	Convince Others	1	2	1.53	0.503

## 2.2 POWER ANALYSIS

A power analysis for this study was conducted using the statistical software G\*Power (Faul, Erdfelder, Buchner & Lang, 2009). A medium effect size ( $f^2 = 0.22$ ) was used, which has been found in similar research (Jones, 2016). The power analysis required a minimum total of 304 participants across the three conditions to have an 80% chance of detecting an effect should one exist in the population.

## **2.3 PARTICIPANTS**

### **2.3.1 Attention Checks**

Participants who failed attention check questions were eliminated from this study. Careless participants were identified by their response to two attention check questions randomly inserted in the initial scales of this study. Participants were included in the analyses if they answered either “Agree” or “Strongly Agree” to the item, ‘I breathe oxygen everyday’ as well as “Disagree” or “Strongly Disagree” to the item, ‘I breathe ocean water.’ Any other responses to either item resulted in elimination from further analysis. Data was collected on 637 participants. All participants were compensated (\$0.50) for their time. After removing careless responses, 405 participants remained and were used for the analyses.

### **2.3.2 Sample Characteristics**

Data were collected in October 2017 through Amazon’s Mechanical Turk. Participants ( $N = 405$ ) ranged from 18 to 80 years of age ( $M = 40.11$ ,  $SD = 13.35$ ). Participants consisted of 60% women. Reported ethnic backgrounds were: 77.6% white (non-Hispanic), 5.5% Hispanic, Spanish, or Latino, 6.3% Black or African American, 6.1% Asian, and 4.5% responded as other, mixed, or preferred not to answer. With regards to education, 7.6% reported high school graduate as their highest level of education, compared with 21.7% with some college, 11.5% Associate’s degree, 38.7% with a Bachelor’s, and 19.7% with a Master’s degree or higher. Politically, 25.7% reported as Republican, 40.6% as Democrat, 26.9% as independent, and 6.9% as other or no preference. With respect to employment, 67% of respondents were paid employees, 9.7% were self-employed, 7.3% seeking employment, 7.3% retired, and the remaining 8.7% listed other.

## **2.4 MANIPULATION CHECK**

A manipulation check for each condition type was included in the study. The manipulation check asked participants to categorize each recruitment statement as either a “guilt,” “ego,” or “neutral-toned” approach. Among the 405 participants, participants were more likely to identify the correct condition ( $M = .76$ ,  $SD = .430$ ) than not ( $t(404) = 35.337$ ,  $p < .000$ ). This indicates the recruitment statements used in the experiment were relatively successful in manipulating the appeal type across the recruitment statements.

## **2.5 DESIGN**

A between-subjects design (3 conditions – ego, guilt, and neutral) was implemented.

## **2.6 MEASURES**

The means and standard deviations of all self-report measures are in Table 2.

Table 2. Descriptive Statistics of Self-Report Measures

Measure	<i>M</i>	<i>SD</i>
Machiavellianism	2.80	0.706
Narcissism	2.61	0.690
Psychopathy	1.99	0.630
Agreeableness	3.72	0.925
Conscientiousness	3.67	0.928
Extraversion	2.72	1.002
Neuroticism	2.58	1.007
Openness	3.88	0.925
Idealism	63.91	13.654
Relativism	52.81	15.792
Ethics	0.18	1.266
AuthorityResp	22.96	6.123
FairnessRecip	27.03	4.920
HarmCare	28.03	5.451
IngroupLoyal	21.13	6.215
PuritySanctity	20.90	7.951

### 2.6.1 Mini-IPIP Scales

The Mini-IPIP is a 20-item, psychometrically acceptable measure of the Big Five factors of personality, including agreeableness ( $\alpha = 0.79$ ), conscientiousness ( $\alpha = 0.76$ ), extraversion ( $\alpha = 0.79$ ), openness ( $\alpha = 0.75$ ), and neuroticism ( $\alpha = 0.80$ ) (See Appendix B; Donnellan, Oswald, Baird, & Lucas, 2006). The composite score of agreeableness was used in this study to address H4. The Mini-IPIP has participants rate how accurately they believe each statement describes them with items on a 5-point (1 = extremely accurately, 5 = not accurately at all) Likert-type scale (e.g., “I sympathize with others’ feelings”).

### **2.6.2 Ethics Position Questionnaire - EPQ**

The EPQ is a 20-item measure used to assess ethical orientation (See Appendix C; Forsyth, 1980). Respondents indicated their degree of agreement with each of the 20-items using a scale that ranges from completely disagree (1) to completely agree (9) that assesses concern for consequences (*idealism* ( $\alpha = 0.87$ ), sum of items 1-10) and moral principles (*relativism* ( $\alpha = 0.885$ ), sum of items 11-20). Forsyth (1980) recommends also analyzing the interaction of the two terms (idealism\*relativism) to examine ethical positioning of the participant. An example of an item includes, “One should never psychologically or physically harm another person.”

### **2.6.3 Moral Foundations Questionnaire – MFQ**

The MFQ is designed to assess an individual’s moral system on five moral foundations: Care/Harm ( $\alpha = 0.76$ ), Fairness/ Cheating ( $\alpha = 0.69$ ), In-group-Loyalty/Betrayal ( $\alpha = 0.77$ ), Authority/Subversion ( $\alpha = 0.77$ ), and Purity/Degradation ( $\alpha = 0.86$ ) (See Appendix D; Graham, et al., 2011). The MFQ has two sections. In the first section, participants rate the relevance (six-point Likert response ranging from ‘not at all relevant [0]’ to ‘extremely relevant [5]’) of 15 concerns to them when making moral judgments (e.g., “Whether or not someone cared for someone weak or vulnerable”). In the second section, participants rate their agreement (six-point Likert response, ranging from ‘strongly disagree [0]’ to ‘strongly agree [5]’) with statements that relate to each foundation (e.g., Compassion for those who are suffering is the most crucial virtue). Six items per foundation (three from part one, three from part two) are averaged to produce a score for each person on each moral foundation. This assessment was not used for any analyses in the study.

#### **2.6.4 Short Dark Triad – SD3**

This 27-item measure asks participants to respond with how much they agree with each item on a 5-point Likert scale (1 = Strongly Disagree to 5 = Strongly Agree) (See Appendix E; Jones & Paulhus, 2014). This measure will be used to assess psychopathy ( $\alpha = 0.75$ ), Machiavellianism ( $\alpha = 0.80$ ), and subclinical narcissism ( $\alpha = 0.78$ ). An example of an item, “It’s wise to keep track of information that you can use against people later.”

#### **2.6.5 Attitude Toward the Ad**

The Attitude Toward the Ad scale is commonly used in advertising and appeals literature to assess attitudes toward an advertisement (Holbrook & Batra, 1987). For this study, the scale was modified to reflect attitude toward the recruitment statement ( $\alpha = 0.91$ ). Specifically, attitudes toward the recruitment statement were measured using a four-item, seven-point semantic differential measure with the stem: “Overall, the recruitment statement was...” anchored by “good/bad,” “interesting/boring,” “pleasant/unpleasant,” “likeable/unlikeable”.

#### **2.5.6 Ad Credibility**

This four-item measure was designed to assess the perceived trustworthiness of an advertisement (Cotte, Coulter, & Moore, 2005). For this study, the scale was modified to assess perceived trustworthiness of the recruitment statement ( $\alpha = 0.97$ ). The items were provided on a seven-point Likert scale (1 being ‘strongly disagree’ and 7 being ‘strongly agree’) and includes the stem of “This recruitment statement is...” and include items: “Trustworthy”, “Credible”, and “Authentic”, as well as the item, “I trust what this recruitment statement has to say.”



### **2.6.7 Attitude Toward the Brand**

This scale is commonly used in advertising and appeals literature to assess attitudes toward the brand (Goodstein, 1993). For this study, the scale was modified to reflect attitude toward the recruiting organization ( $\alpha = 0.98$ ). Specifically, attitudes toward the recruitment statement were measured using a three-item, seven-point semantic differential measure with the stem: “How would you describe your overall attitude toward the Animal Protection Agency?” anchored by “bad/good,” “dislikeable/likeable,” and “unfavorable/favorable”.

### **2.6.8 Other Dependent Outcomes**

#### *2.6.8a Relating to the Organization*

To assess whether participants find the organization to be of relevance to them, three items were created that used a ten-point Likert response (ranging from ‘strongly agree’ to ‘strongly disagree’). These items include, *Interest Join* - “I am interested in joining this organization”, *Identify With* - “I identify with the cause of this organization”, and *Important Organization* - “I believe the work this organization does is important.”

#### *2.6.8b Convince Self*

To assess how persuasive the recruitment statement is on the participant, the participant were asked to use the slider feature on Qualtrics, whereas 0 represents “Not at all convincing” and 10 represents “Very convincing”, to respond to “How convincing do you find this recruitment statement?”.

#### *2.6.8c Convince Others*

To assess whether individuals would use the recruitment statement if they were the leader of the organization, the participants were asked “If you were the leader of this organization, how

likely would you be to use this statement to persuade others to join your organization?” Answer choices will range from “Extremely likely” to Extremely Unlikely”.

#### *2.6.8d Effectiveness*

To further assess how persuasive the recruitment statement is on the participant, the participant were asked to use the slider feature on Qualtrics, whereas 0 represents “Not at all convincing” and 10 represents “Very convincing”, to respond to “How effective do you find this recruitment statement?”.

### **2.6.9 Follow Up Item**

Participants were then exposed to all three appeal types and asked a follow-up question to compare all three statements to each other. Specifically, participants were asked to click and drag the three recruitment statements into a box into the order they believe to reflect the most to least convincing.

## **2.7 PROCEDURE**

First, participants were given a link on the Mturk website that referred them to the Qualtrics survey. Upon entering Qualtrics, participants were asked to provide informed consent for the study. From there, participants were randomly assigned to one of three conditions (See *Appendix A*), including guilt-based, ego-promotion, or neutral-based (control condition). Participants were then asked to respond to the mini-IPIP, MFQ, EPQ, and the SD3 to assess individual differences.

Next, Participants were asked about previous knowledge and interest toward the fake organization used in this study (Animal Protection Agency). Then, participants were exposed to their assigned condition recruitment statement and were asked to respond to a variety of

assessments about the recruitment statements. Specifically, these assessments include the modified Attitude Toward the Ad, Ad Credibility, Attitude Toward the Organization scales. Further, participants were asked to respond to the Convince Self, Convince Others, Effectiveness, Identify With, Important Organization, and Interest Join items.

After participants had completed the recruitment statement questionnaires, they were asked to respond to the follow-up question and manipulation check to ensure the conditions were effective. Following completion of these items, participants were asked to respond to demographic questions and were then thanked and compensated for their participation in this study.

## **Chapter 3: Results**

### **3.1 DESCRIPTIVE INFORMATION FOR INDEPENDENT VARIABLES**

The self-report measures include the Short Dark Triad (Machiavellianism, narcissism, and psychopathy), the mini-IPIP factor of agreeableness, and the two sub-factors of ethics and their interaction (idealism, relativism, idealism\*relativism interaction (represented as Ethics)) are represented in Table 2.

In order to assess the attitudes and persuasive effects of the recruitment statements, nine measures were implemented. The means, standard deviations, minimums and maximums of these nine dependent variables are reported in Table 3. The dependent variables include: Attitude Ad, Ad Credibility, Attitude Organization, Convince Self, Convince Others, Effectiveness, Identify With, Important Organization, and Interest Join. These variables are discussed in greater detail in the Method section, “Dependent Variables.”

Table 3. Descriptive Statistics of Dependent Variables

Measure	<i>M</i>	<i>SD</i>	Minimum	Maximum
Attitude Ad	4.17	1.702	1	7
Ad Credibility	4.34	1.720	1	7
Attitude Organization	4.54	2.021	1	7
Convince Self	3.78	2.890	1	10
Convince Others	4.73	3.125	1	10
Effectiveness	4.89	2.979	1	10
Identify With	4.26	1.939	1	7
Important Organization	4.67	1.885	1	7
Interest Join	3.21	1.918	1	7

### 3.2 ASSOCIATION AMONG VARIABLES

The associations among all measures are presented in Table 4. Specifically, the correlations between the Dark Triad agreeableness, and the two factors of ethics and their interaction.

Table 4: Correlations between Self-Report Measures

	1	2	3	4	5	6	7
1. Machiavellianism	1						
2. Narcissism	<b>.381**</b>	1					
3. Psychopathy	<b>.607**</b>	<b>.405**</b>	1				
4. Agreeableness	<b>-.298**</b>	-.033	<b>-.344**</b>	1			
5. Idealism	<b>-.117*</b>	-.057	<b>-.267**</b>	<b>.328**</b>	1		
6. Relativism	<b>.283**</b>	<b>.163**</b>	<b>.156**</b>	-.089	<b>.176**</b>	1	
7. Ethics	<b>.129**</b>	<b>.105*</b>	<b>-.029**</b>	<b>.121*</b>	<b>.632**</b>	<b>.850**</b>	1

Note. \*\*  $p < 0.00$ , \*  $p < 0.05$

As predicted, Machiavellianism and psychopathy were significantly negatively correlated with agreeableness and ethical idealism. Machiavellianism was significantly and positively correlated with narcissism and psychopathy (Paulhus & Williams, 2002). Further, all three Dark Triad traits were positively and significantly correlated with ethical relativism.

The associations among all of the dependent variables are presented in Table 5. The dependent variables include: Ad Credibility, Attitude Organization, Attitude Ad, Convince You, Convince Others, Effectiveness, Identify With, Important Cause, and Interest Join. All of the independent variables were moderately to highly correlate with each other.

Table 5: Correlations between Dependent Variables

Dependent Variable	1	2	3	4	5	6	7	8	9
1. Attitude Ad	1								
2. Ad Credibility	.795**	1							
3. Attitude Organization	.809**	.820**	1						
4. Convince Others	.717**	.711**	.669**	1					
5. Convince Self	.695**	.661**	.691**	.713**	1				
6. Effectiveness	.806**	.795**	.767**	.846**	.789**	1			
7. Identify With	.437**	.476**	.530**	.345**	.513**	.441**	1		
8. Important Organization	.479**	.525**	.597**	.370**	.470**	.462**	.810**	1	
9. Interest Join	.555**	.548**	.630**	.553**	.771**	.602**	.663**	.599**	1

Note. \*\*  $p < 0.00$

### 3.3 DEPENDENT VARIABLE ANALYSIS

#### 3.3.1 Testing Uniqueness of Dependent Variables

The main goal of this project was to assess the impact of the Dark Triad, agreeableness, and ethical orientation on three different appeal types used in recruitment statements. Because

the nine different dependent variables selected were so highly correlated, a Principal Component Analysis (PCA) was conducted on the standardized version of each dependent variable to assess its uniqueness. Two components with Eigenvalues greater than 1 emerged, which explained a cumulative 80.72% of the variance. Table 6 displays the variance explained and Table 7 presents the component matrix.

Table 6. Total Variance Explained

Component	Eigenvalue		
	Total	% of Variance	Cumulative %
1	6.06	67.3	67.3
2	1.21	13.43	80.72
3	0.58	6.44	87.16
4	0.33	3.63	90.79
5	0.2	2.26	93.05
6	0.19	2.11	95.15
7	0.18	1.95	97.11
8	0.15	1.63	98.73
9	0.11	1.27	100

Table 7. Component Matrix

Dependent Variable	Component	
	1	2
Attitude Ad	0.868	-0.238
Ad Credibility	0.867	-0.193
Attitude Organization	0.891	-0.066
Convince Self	0.812	-0.376
Convince Others	0.858	-0.091
Effectiveness	0.893	-0.298
Identify With	0.677	0.659
Important Organization	0.696	0.602
Interest Join	0.791	0.274

### 3.3.2 Exploratory Factor Analysis

Next, an exploratory factor analysis (EFA) was conducted on half of the sample ( $n = 201$ ), which was determined randomly using a random integer generator (i.e., random.org) to

assess whether a one factor or two factor model was a better fit for the dependent variables. The EFA was constrained to a maximum of two factors based on the PCA. Table 8 describes the model fit comparisons between the one and two factor models.

Table 8. Model Fit for EFA

Factor(s)	$\chi^2$ (df)	CFI	TLI	SRMR
1	385.26 (27)*	0.809	0.746	0.086
2	141.534 (19)*	0.935	0.876	0.031

*Note.* \*p <.05

The RMSEA of the EFA is not reported because it is inappropriate to analyze RMSEA with categorical variables (Brosseau-Liard, Savalei, & Li, 2012). The  $\chi^2$  statistic is reported as a measure of overall fit for each exploratory model but is too sensitive for most psychological data (Marsh et al., 2004). A good fitting model will have a non-significant  $\chi^2$  statistic. Thus, the results of  $\chi^2$  tests should be used in concert with other fit indices to evaluate model fit (Hu & Bentler, 1999). A good model fit is generally represented with an SRMR below .08 and CFI and TLI above 0.90. Although the two-Factor model has a TLI below 0.90, the two factor model is the better model due to both SRMR (0.031) and CFI (0.935). Thus, a two-factor model was used for the analyses of this study. The factor loadings of the two-factor EFA can be found in Table 9. The factor loadings suggest the dependent variables of Identify With, Important Organization, and Interest Join load onto Factor 1; and dependent variables Attitude Ad, Ad Credibility, Attitude Organization, Convince Self, Convince Others, Effectiveness load on to factor two.

Table 9. EFA Factor Loadings

Dependent Variables	Factor 1	Factor 2
Attitude Ad	-0.002	<b>0.904*</b>
Ad Credibility	0.058	<b>0.847*</b>
Attitude Organization	0.164*	<b>0.784*</b>
Convince Self	-0.125*	<b>.955*</b>
Convince Others	0.128*	<b>0.763*</b>
Effectiveness	-0.05	<b>0.952*</b>
Identify With	<b>0.974*</b>	-0.031
Important Organization	<b>0.848*</b>	0.059*
Interest Join	<b>0.461*</b>	0.420*

*Note.* \* $p < .05$ . Bolded items reflect factor designation for confirmatory factor analysis.

### 3.3.3 Confirmatory Factor Analysis

Next, a confirmatory factor analysis (CFA) was conducted on the second half of the collected sample ( $n = 200$ ). The factor loadings from the EFA were used for factor creation for the CFA, see Table 9 for factor loadings. Factor one indicated a good model fit ( $CFI = 1.00$ ,  $TLI = 1.000$ ,  $SRMR = 0.000$ ). In addition, factor two suggests good model fit ( $CFI = 0.925$ ,  $TLI = 0.874$ ,  $SRMR = 0.036$ ). Factor one reflects organizational support and will be referred to as “Support” for the analyses. Factor two reflects affective response to the recruitment statement and will be referred to as “Affect” for the analyses.

### 3.3.4 Establishing Dimensionality

Recall that the goal of this project was to compare appeal types of recruitment statements across a variety of predictors to assess willingness to endorse the statements as well as the



persuasiveness of the statements. To assess these questions, structural equation models (SEMs) were conducted using robust maximum likelihood (MLR) estimation. Total scores of the sub-factors and domains of the scales were used. Before SEMs were examined, dimensionality of the self-report scales and the dependent variables that are scale composites were established (see Table 10). Thus, each scale was assessed through a series of confirmatory factor analyses with robust parametrization techniques.

Table 10. CFA Model Fit Statistics of Measures

Measure	$\chi^2$ (df)	CFI	TLI	WRMR
Mini-IPIP Agreeableness	153.204 (2)*	0.926	0.778	2.35
EPQ	793.527 (169)*	0.929	0.920	1.505
Ad Credibility	60.786 (3)*	0.999	0.998	0.759
Attitude Ad	167.402 (3)*	0.982	0.964	1.624
Attitude Organization	53.302(1)*	0.999	0.996	0.998
Short Dark Triad	1464.258(321)*	0.820	0.803	1.872

*Note.* \* $p < .05$

*Agreeableness* from the *Mini-IPIP Scales*. The Mini-IPIP is a 20-item measure, which contains 4 items per each factor of: agreeableness, conscientiousness, extraversion, neuroticism, and openness (Donnellan, Oswald, Baird, & Lucas, 2006). A CFA of agreeableness was conducted using a weighted least squares multivariate estimator. Agreeableness had mixed model fit, with CFI above .90 but a TLI below .90 and a significant  $\chi^2$  (Table 10).

*Ethics Position Questionnaire - EPQ*. This scale consists of 20 items, split between two factors for ethics: idealism and relativism (Forsyth, 1980). A CFA of the EPQ was conducted using a weighted least squares multivariate estimator. EPQ had good model fit, with CFI and TLI above .90, despite a significant  $\chi^2$  (Table 10).

*Short Dark Triad – SD3.* This 27-item measure assesses the personality traits of psychopathy, Machiavellianism, and subclinical narcissism (Jones & Paulhus, 2014). A CFA of the Dark Triad was conducted using a weighted least squares multivariate estimator. The model had poor fit, as indicated by the significant  $\chi^2$  and TLI and CFI below .90 (Table 10).

*Attitude toward the ad.* This three-item scale was used to assess attitude toward the recruitment statement (Holbrook & Batra, 1987). A CFA of Attitude toward the ad was conducted using a weighted least squares multivariate estimator. The model had good fit, as indicated by TLI and CFI above .90, despite a significant  $\chi^2$  (Table 10).

*Ad Credibility.* This four-item measure was used to assess the perceived trustworthiness of the recruitment statement (Cotte, Coulter, & Moore, 2005). A CFA of Ad Credibility was conducted using a weighted least squares multivariate estimator. The model had good fit, as indicated by TLI and CFI above .90, despite a significant  $\chi^2$  (Table 10).

*Attitude toward the brand.* This 4-item scale was modified to reflect “attitude toward the organization” (Goodstein, 1993). A CFA of attitude toward the organization was conducted using a weighted least squares multivariate estimator. The model had good fit, as indicated by TLI and CFI above .90, despite a significant  $\chi^2$  (Table 10).

### **3.4 HYPOTHESIS TESTING**

A series of SEMs were conducted to assess the relationship between Machiavellianism, narcissism, agreeableness, and ethical orientation with appeal type for a prosocial organization. Machiavellianism and narcissism were measured using the Short Dark Triad (Jones & Paulhus, 2014). Agreeableness was measured using the mini-IPIP items for agreeableness (Donellan, Oswald, Baird, & Lucas, 2006) and ethical orientation was measured by the ethics position questionnaire (Forsyth, 1980).

**H<sub>1</sub>:** *Machiavellianism will be significantly associated with using guilt appeals in recruitment statements for a pro-social organization.*

**H<sub>2</sub>:** *Machiavellianism will be significantly less influenced by guilt appeals in recruitment statements for a pro-social organization.*

The first two hypotheses examined whether Machiavellian individuals would endorse a guilt based appeal while also believing that guilt based appeals are the least convincing appeal type. Two dummy coded variables were created to reflect the guilt and ego conditions compared with the referent “neutral” condition (see Table 11 for dummy coding) and were used to assess the interaction of Machiavellianism with each dummy coded variable to compare Machiavellianism across condition type.

Table 11. Dummy Coded Variables

Variables	Conditions		
	Guilt	Ego	Neutral
Dummy 1 - Guilt Condition	1	0	0
Dummy 2 - Ego Condition	0	1	0

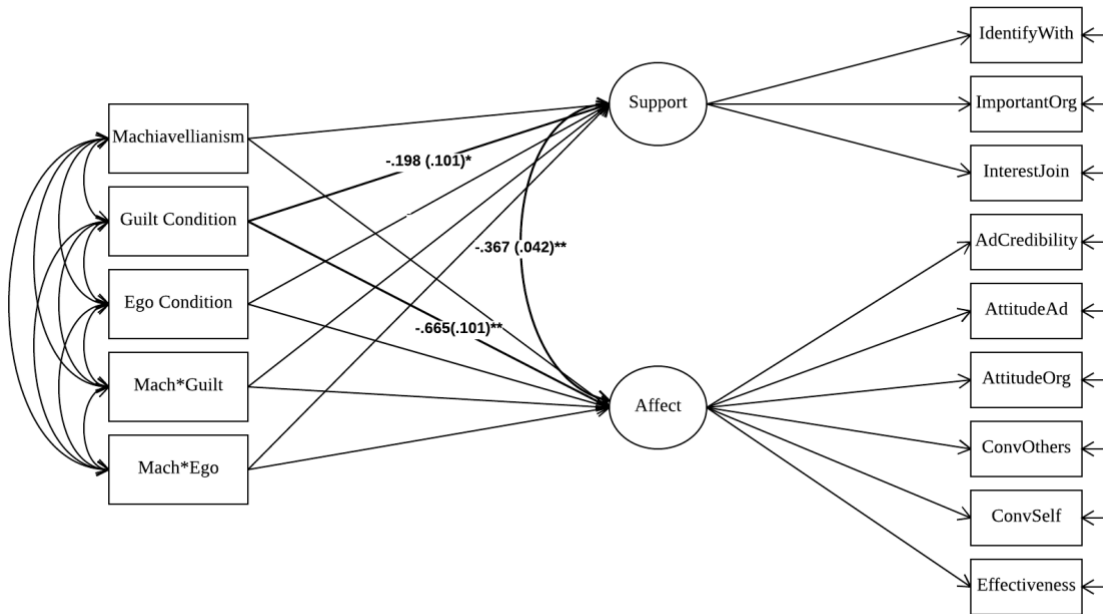
A SEM was conducted to test the relationship between Machiavellianism and Support and Affect as the two factors of persuasiveness by the recruitment statement appeal type. Specifically, nine items of the Short Dark Triad load onto a single higher order factor which was used to represent Machiavellianism in the following SEM. Results indicated that Machiavellianism did not significantly predict either factor of persuasiveness (see Figure 1). Further, fit indices suggested that this model had poor fit (see Table 12).

Table 12. Model Fit for Structural Equation Models

SEM Model Fit	RMSEA	CFI	TLI	$\chi^2$ (df)	SRMR
Machiavellianism	0.522	0.275	0.081	8247.148 (75)*	0.132
Narcissism	0.523	0.275	0.081	8273.654 (75)*	0.137
Psychopathy	0.522	0.275	0.082	8253.952 (75)*	0.134
Agreeableness	0.523	0.275	0.082	8267.039 (75)*	0.136
Relativism	0.522	0.275	0.081	8264.504 (75)*	0.136
Idealism	0.523	0.278	0.085	8265.219(75)*	0.152
Ethics	0.523	0.275	0.082	8270.939 (75)*	0.134

Note. \* $p < .05$

Figure 1. Structural Equations Model of Machiavellianism on Support and Affect



Note. \* $p < .05$ , \*\* $p < .01$ .

Since the interactions of Machiavellianism with either condition on Support and Affect were non-significant, Machiavellianism did not differ across conditions on persuasiveness. The

guilt condition alone was significant on both Support and Affect, suggesting that guilt condition was significantly different than the ego and neutral conditions. Further, a multinomial logistical regression was conducted to assess Machiavellianism appeal preference. Specifically, participants were asked to rank the guilt, ego, and neutral conditions from most to least convincing. Since the dependent variable of “Most Convincing” is a categorical outcome and Machiavellianism is a continuous variable, a multinomial logistical regression would be the appropriate statistical tool to measure the differences of preference between appeal types among Machiavellian individuals. The neutral appeal type was used as the referent condition. Machiavellian individuals did not vary on condition preference between neutral and guilt conditions ( $p = .844$ ). Machiavellian individuals also did not vary between the neutral and ego conditions ( $p = .645$ ).

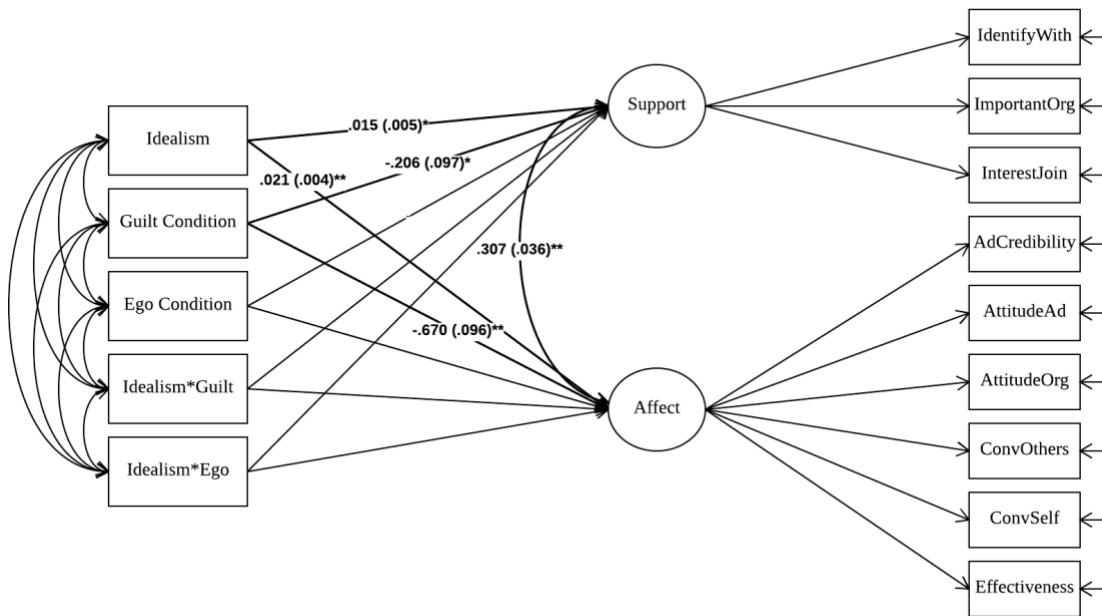
**H<sub>3</sub>:** *Ethical orientation will be significantly associated with using neutral-toned appeals in recruitment statements for a pro-social organization.*

The third hypothesis examined whether ethical orientation would predict endorsement of the neutral appeal over the guilt and ego appeals. Similar to H1 and H2, two dummy coded variables were created (see Table 11) to compare the guilt, ego, and neutral conditions. The dummy coded variables allowed assessment of ethical orientation across condition through their interaction terms.

A SEM was conducted to test the relationship between ethical orientation and Support and Affect as the two factors of persuasiveness by the recruitment statement appeal type. Ethical orientation was operationalized by the Ethics Position Questionnaire (EPQ) (Forsyth, 1980). Specifically, the EPQ items are split between two factors for ethics: idealism and relativism. Each factor of ethicality (idealism (see Figure 2) and relativism (see Figure 3)) was examined

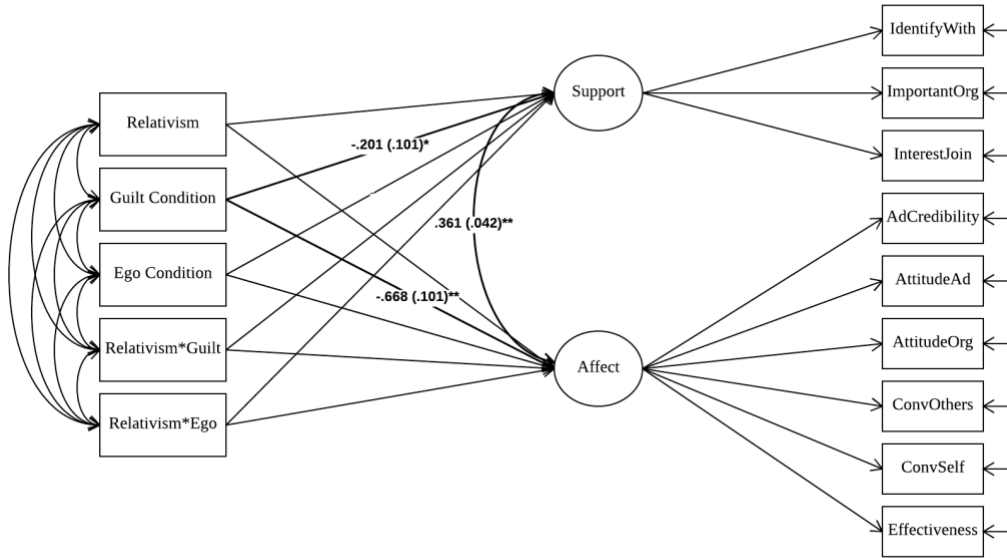
separately, as well as the interaction term (referred to as “Ethics”) (See Figure 4), in a SEM to assess H3.

Figure 2. Structural Equations Model of Idealism on Support and Affect



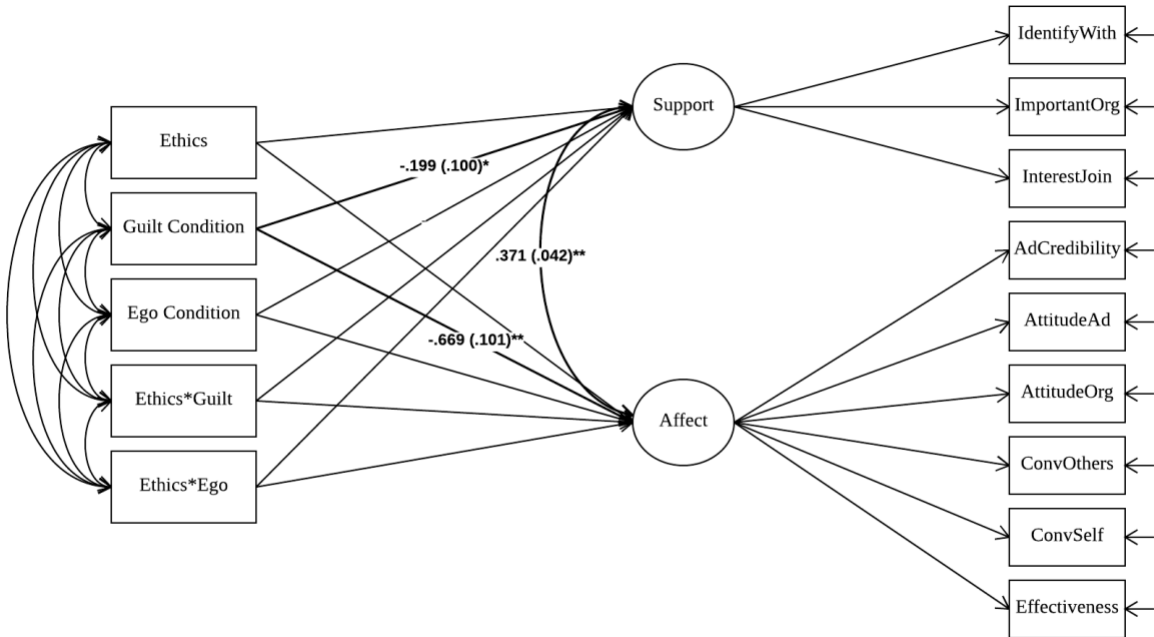
Note. \* $p < .05$ , \*\* $p < .01$ .

Figure 3. Structural Equations Model of Relativism on Support and Affect



Note. \* $p < .05$ , \*\* $p < .01$ .

Figure 4. Structural Equations Model of Ethics on Support and Affect



Note. \* $p < .05$ , \*\* $p < .01$ .

Fit indices suggested that all three models had poor fit (see Table 12). The guilt condition alone was significant on both Support and Affect, suggesting that the guilt condition was significantly different than the ego and neutral conditions. Idealism significantly predicted Support and Affect across condition type, but the condition interactions with idealism were not significant, suggesting there were no meaningful differences of idealism on appeal type. Relativism did not significantly predict Support or Affect across condition type. However, the relativism by ego interaction was trending ( $p = .090$ ), such that relativism did marginally predict Affect towards the advertisement in the ego condition as compared to the guilt and neutral conditions. Ethics was not significant across condition type and the interactions with condition type were also not significant.

Next, a multinomial logistical regression was conducted to assess ethical individuals appeal preference. Specifically, participants were asked to rank the guilt, ego, and neutral conditions from most to least convincing. Similar to H1, the neutral appeal type was used as the referent condition. Relativism did not vary on condition preference between neutral and guilt conditions ( $p = .889$ ). Further, relativism did not vary between the neutral and ego conditions ( $p = .929$ ). Idealism did not vary on condition preference between neutral and guilt conditions ( $p = .376$ ). Further, idealism did not vary between the neutral and ego conditions ( $p = .339$ ). Ethics did not vary on condition preference between neutral and guilt conditions ( $p = .738$ ). However, for every 1-unit increase in Ethics, the odds of preferring the ego condition over the neutral condition decreases  $e^{-.230}$  or 0.795 ( $p = .016$ ).

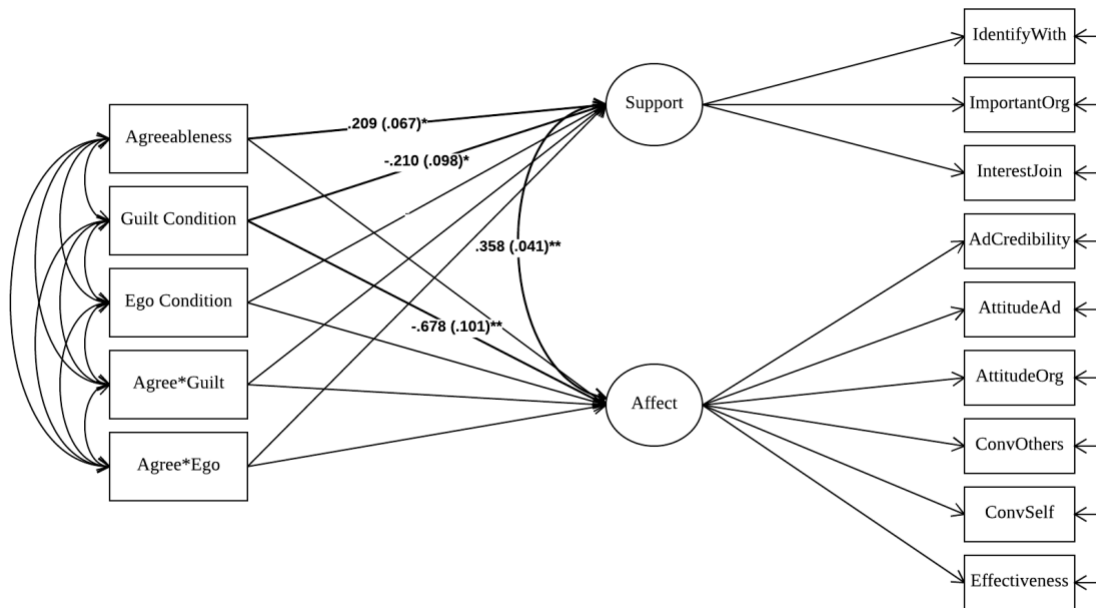
**H4:** *Agreeableness will be significantly associated with vulnerability (greater influence) towards guilt appeals in recruitment statements for a pro-social organization.*



The fourth hypothesis examined whether agreeableness would predict higher persuasiveness of the guilt appeal over the ego-promotion and neutral appeal types. Similar to H1-H3, two dummy coded variables were created (see Table 11) to compare the guilt, ego, and neutral conditions. The dummy coded variables allowed assessment of agreeableness across conditions through their interaction terms.

A SEM was conducted to test the relationship between agreeableness and Support and Affect as the two factors of persuasiveness by the recruitment statement appeal type. Agreeableness was operationalized by the Mini-IPIP (Donnellan, Oswald, Baird, & Lucas, 2006). Specifically, four items from the Mini-IPIP were used to create the agreeableness factor. Agreeableness was used in the SEM to assess H4 (See Figure 5).

Figure 5. Structural Equations Model of Agreeableness on Support and Affect



Note. \* $p < .05$ , \*\* $p < .01$ .

Fit indices suggested that this had poor fit (see Table 12). The guilt condition alone was significant on both Support and Affect, suggesting that the guilt condition was significantly

different than the ego and neutral conditions. Agreeableness significantly predicted Support and predicted Affect with marginal significance ( $p = .096$ ) across appeal type.

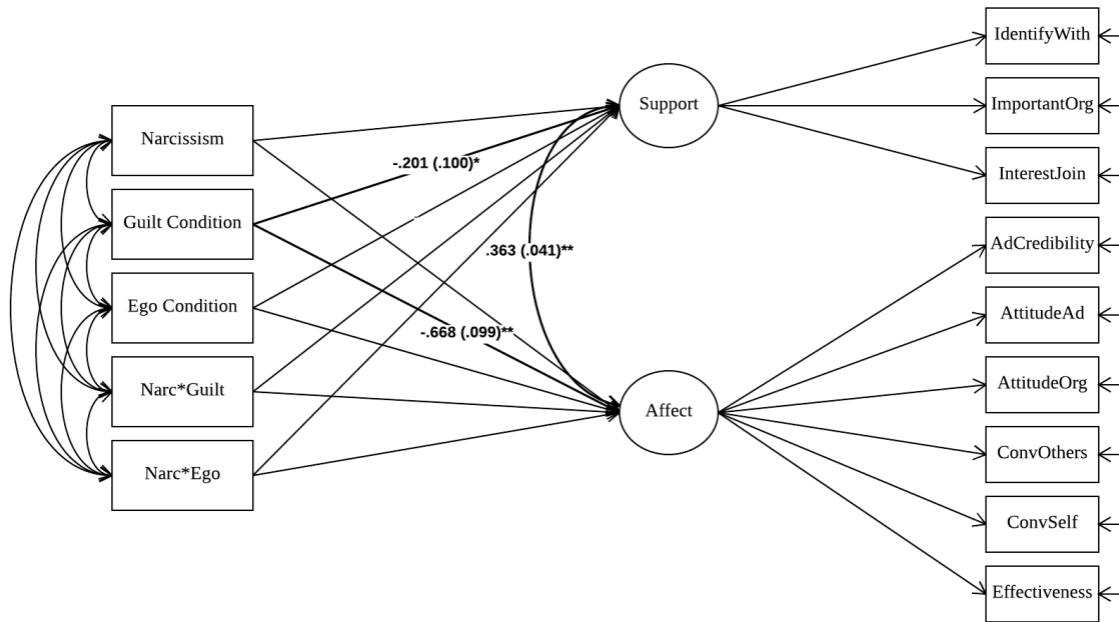
Next, a multinomial logistical regression was conducted to assess agreeableness appeal preference. Specifically, participants were asked to rank the guilt, ego, and neutral conditions from most to least convincing. Similar to **H1**, the neutral appeal type was used as the referent condition. For every 1-unit increase in Agreeableness, the odds of preferring the guilt condition over the neutral condition decreases  $e^{-.342}$  or 0.710 ( $p = .039$ ). Agreeableness did not vary between the neutral and ego conditions ( $p = .957$ ).

**H5:** *Narcissism will be significantly associated with using ego-promotion appeals in recruitment statements for a prosocial organization.*

The fifth hypothesis examined whether Narcissistic individuals would more likely endorse an ego-promotion appeal as compared to a guilt or neutral based appeal. Similar to **H1-H4**, two dummy coded variables were created (see Table 11) to compare the guilt, ego, and neutral conditions. The dummy coded variables allowed assessment of narcissism across condition through their interaction terms.

A SEM was conducted to test the relationship between narcissism and Support and Affect as the two factors of persuasiveness by the recruitment statement appeal type. Narcissism was operationalized by the Short Dark Triad (Jones & Paulhus, 2014). Specifically, nine items of the Short Dark Triad load onto a single higher order factor which was used to represent narcissism in the following SEM (see Figure 6). Fit indices suggested that this model had poor fit (see Table 12).

Figure 6. Structural Equations Model of Narcissism on Support and Affect



Note. \* $p < .05$ , \*\* $p < .01$ .

The guilt condition alone was significant on both Support and Affect, suggesting that guilt condition was significantly different than the ego and neutral conditions. Narcissism was marginally significant on predicting Affect across condition type ( $p = .052$ ). However, the interaction terms of narcissism by condition type were not significant, suggesting that persuasiveness did not differ across appeal types for narcissistic individuals.

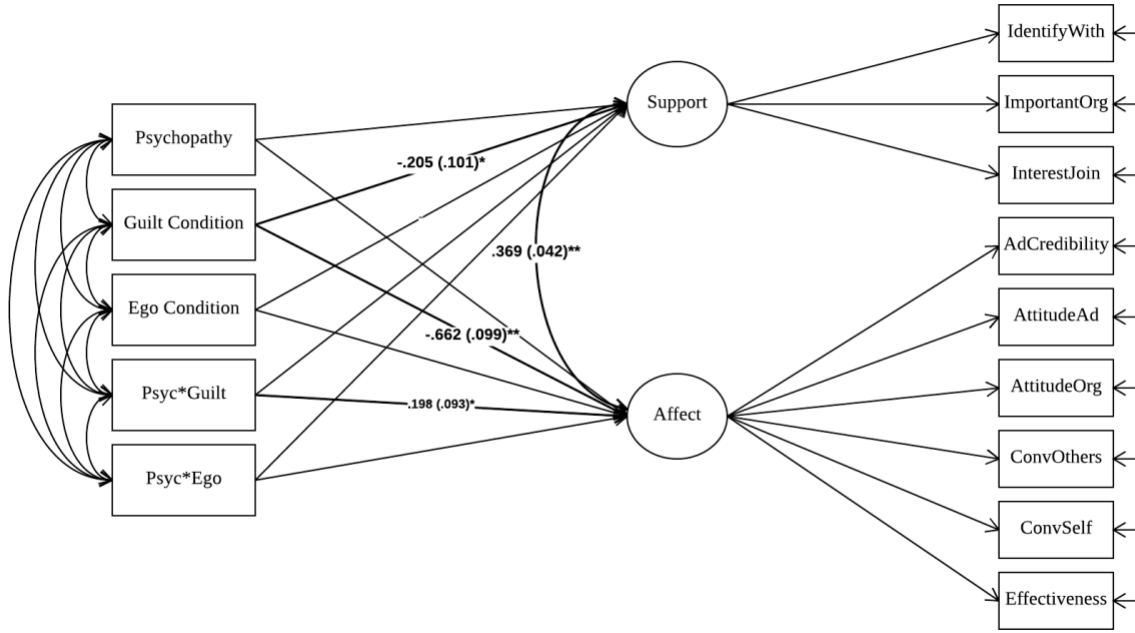
Next, a multinomial logistical regression was conducted to assess narcissism appeal preference. Specifically, participants were asked to rank the guilt, ego, and neutral conditions from most to least convincing. Similar to H1, the neutral appeal type was used as the referent condition. Narcissistic individuals did not vary on condition preference between neutral and guilt conditions ( $p = .276$ ). Further, narcissistic individuals also did not vary between the neutral and ego conditions ( $p = .123$ ).

**H<sub>6</sub>:** *Psychopathy will be significantly associated with endorsement for all appeal types in recruitment statements for a prosocial organization.*

Lastly, it was hypothesized that psychopathic individuals would not differ across appeal type but would be positively associated with endorsement of the appeals. A SEM was conducted to assess psychopathy on both Support and Affect. Similar to **H<sub>1</sub>-H<sub>5</sub>**, two dummy coded variables were created (see Table 11) to compare the guilt, ego, and neutral conditions. The dummy coded variables allowed assessment of psychopathy across condition type through their interaction terms.

A SEM was conducted to test the relationship between psychopathy on Support and Affect as the two factors of persuasiveness across the recruitment statement appeal type. Psychopathy was operationalized by the Short Dark Triad (Jones & Paulhus, 2014). Specifically, nine items of the Short Dark Triad load onto SEM (see Figure 7). Fit indices suggested that this model had poor fit (see Table 12).

Figure 7. Structural Equations Model of Psychopathy on Support and Affect



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

The guilt condition alone was significant on both Support and Affect, suggesting that the guilt condition was significantly different than the ego and neutral conditions. Psychopathy did not significantly predict Support or Affect. However, the interaction term of psychopathy by the guilt condition was significant, suggesting that psychopathy did uniquely and significantly predict Affect for the guilt condition as compared to the other condition types ( $p = .034$ ).

Lastly, a multinomial logistical regression was conducted to assess psychopathic appeal preference. Specifically, participants were asked to rank the guilt, ego, and neutral conditions from most to least convincing. Similar to H1, the neutral appeal type was used as the referent condition. For every 1-unit increase in Psychopathy, the odds of preferring the guilt condition over the neutral condition increases  $e^{.640}$  or 1.896 ( $p = .010$ ). Further, for every 1-unit increase in Psychopathy, the odds of preferring the ego condition over the neutral condition are trending by  $e^{.324}$  or 1.383 ( $p = .093$ ).

## **Chapter 4: Discussion**

### **4.1 OUTCOMES ON PERSUASIVENESS**

The aim of this study was to examine the relationships between each Dark Triad personality trait, ethical orientation, and agreeableness with preference for and persuasiveness of each recruitment statement appeal type. To assess these relationships, this study investigated how each self-report individual difference measure loaded onto various items designed to reflect preference and effectiveness of each appeal type. The nine scales that were used in this study to assess ad preference and effectiveness were highly correlated. Thus, a two-factor model of “Support” for the recruiting organization as well as “Affect” toward the recruitment appeal type emerged, and was a parsimonious way to measure the impact of each statement type. The two-factor model had good model fit, suggesting this was an effective way to measure persuasiveness of the recruitment statements.

Individuals had overall positive affect toward the recruitment statements and each of the organizations themselves. However, when asking participants how likely the statement would convince them to join the organization, how likely they would use the statement to convince others to join the organization, as well as overall recruitment statement effectiveness, responses were more negative. This finding suggests that although people felt the organization was important and agreed with the overall message of the recruitment statement, the statements were ineffective at changing behavioral intentions.

The primary focus of this study was to examine a potential paradox in Machiavellian thinking. Specifically, that Machiavellian individuals would find guilt-appeals to be the least convincing appeal type (**H<sub>2</sub>**) but were also more likely to endorse a guilt-based appeal on others (**H<sub>1</sub>**). These hypotheses were theoretically arrived at because Machiavellian individuals are

manipulative but also cynical towards and distrusting of others (Mason & Mudrack, 1997). Further, individuals high in Machiavellianism are especially successful at emotional manipulation (Austin, Farrelly, Black, & Moore, 2007). However, the SEM that assessed the role of Machiavellianism on Support and Affect did not support either hypothesis. Machiavellian individuals did not differ across appeal types on persuasiveness, as measured by Support and Affect. As some suggest Machiavellian individuals are successful manipulators, it is possible this study design was not able to capture the variance of this trait of a Machiavellian individual. It is also possible that the willingness to manipulate does not always translate into manipulative prowess (Jones, 2016).

Machiavellian individuals did not endorse one appeal type over another and their scores on persuasiveness did not differ from low Machiavellian individuals. Because the ego-promotion appeal was the most supported appeal type among participants, a successful deceiver would have found the ego-promotion appeals to be the most persuasive appeal type. Thus, the results of this study were inconsistent with other findings that suggest Machiavellians are successful deceivers in superficial interactions, such as a recruitment statement (Christie & Geis, 1970; Holley 1977; Bereckzei, 2015).

The third question this study set out to answer was regarding ethical orientation and endorsement of appeal type (**H3**). In my argument, I suggested that highly ethical individuals would not endorse emotional appeals as they may believe emotional appeals to be unethical or deceptive. Thus, I specifically hypothesized that highly ethical individuals would endorse the neutral-toned appeal over the emotional appeal types (ego and guilt). Across conditions, those higher in idealism were likely to rate Support and Affect higher than those lower in idealism. Idealistic individuals are highly concerned with consequences, so this finding may suggest that

idealistic individuals felt obligated to support the pro-social organization for which they were asked to provide feedback. For relativism and the interaction term of idealism\*relativism, there were no differences on Support or Affect. Interestingly though, when individuals were exposed to all three appeal types and asked to rank them, those high in Ethics meaningfully preferred the neutral condition over the ego condition. Across all participants, the order of most to least preferred appeal type went from ego to neutral to guilt. Thus, this lends partial support for this hypothesis in that the highest preferred appeal type was rated lowest among highly Ethical individuals.

Research on ethical orientation suggests that ethical individuals generally will not endorse cheating behaviors (Allmon, Page, & Roberts, 2000). Thus, if ethical individuals felt emotional appeals were manipulative, or a cheating tactic, they would support the neutral condition over the emotional appeal types (guilt and ego). However, ethical orientation did not vary on ad trustworthiness across the appeal conditions. Thus, it would make sense that ethical orientation did not predict endorsement on one appeal type over another. Therefore, the findings of this study are consistent with other literature on ethical orientation (Hastings, Stead, & Webb, 2004; Maciejewski, 2004). Perhaps, therefore, one limitation of the present study was that the manipulative appeals from advertisement were not seen as unethical, which muted effects from Machiavellianism on endorsement.

This study also assessed whether agreeable individuals would be more persuaded across conditions than others, as well as whether guilt was the most persuasive tactic, in which case, they would be most persuaded by the guilt tactic (**H4**). This hypothesis was partly supported. Agreeableness across appeal type predicted Support towards the organization and marginally predicted Affect, suggesting that highly agreeable individuals were more persuaded than their



non-agreeable counterparts. Further, the more agreeable the individual, the more likely they found the guilt condition to be the least convincing appeal type.

Highly agreeable individuals were supportive of the organization in this study, across all conditions. Further, these individuals also had more positive affect toward the organization. These findings are consistent with previous research on agreeableness, which suggests that agreeable individuals are both highly cooperative and sympathetic (John & Srivastava, 1999).

My fifth hypothesis was that narcissistic individuals would have a preference for ego-promotion appeals (**H<sub>5</sub>**). This hypothesis was theoretically driven by the self-orientation associated with narcissist individuals (Hepper, Hart, & Sedikides, 2014). However, this hypothesis was not supported. Narcissism did predict Affect across appeal type, suggesting narcissistic individuals had more positive affect toward the recruitment statements regardless of appeal type.

Narcissism is generally understood as ego-driven in nature (Hepper et al., 2014). Thus, I hypothesized that narcissistic individuals would prefer the ego condition. This effect, however, was not found. It is possible the guilt and neutral conditions also reflected ego-driven responses. For example, the guilt condition is still oriented on the individual. It is possible that there may be differences among grandiose and vulnerable narcissists on this front (e.g., Dickenson & Pincus, 2003), the hypothesis may have differentially supported for vulnerable vs. grandiose narcissistic individuals.

Lastly, this study hypothesized that as psychopathic individuals have an effective presentation style are proficient at interpersonal manipulation, they would be likely to endorse all appeal types to maximize the outcome of maximum recruitment (Babiak et al., 2010; ten Brinke et al., 2017). This hypothesis was not supported. However, individuals high in psychopathy had

higher positive Affect for the guilt condition compared to the neutral and ego conditions. Further, psychopathic individuals found the guilt condition to be the most convincing appeal type and the neutral condition to be the least convincing.

Psychopathy is associated with manipulative behaviors (ten Brinke et al., 2017; Jones & Paulhus, 2014). Thus, this study hypothesized that psychopathic individuals would endorse the recruitment statements regardless of appeal type. Although psychopathic individuals supported the recruitment statements across conditions, they meaningfully had higher positive affect for the guilt condition over the other two conditions. Further, they ranked guilt as the most convincing and neutral as the least convincing. It is possible, due to two specific characteristics of a psychopathic individual – a poor ability to empathize with others and a lack of remorse – psychopathic individuals poorly identified which argument was the most convincing. It is also possible, that the psychopathic individual identified some of the cruelty in the guilt condition and identified more positively with that characteristic.

## **4.2 LIMITATIONS**

Although this study has contributed to the understanding of appeals for recruitment statements, it is not without limitations. Most notably, this study was based entirely self-reported outcomes. Specifically, behavioral change (e.g., donating money or volunteering time) may have been a more ecologically valid way to assess interest in an organization.

It should be noted, however, that Mturk allows academic researchers and businesses to collect data on their platform. As a result, participants did not know what this study was measuring. This was also supported in the pilot study. Participants were asked to give honest feedback on a new organization's recruitment statement through a battery of questions. Thus, using Mturk for this study, rather than a laboratory, may have resulted in increased ecological

validity. Nevertheless, future research should consider real recruitment statements for existing organizations.

It is also possible the dependent variables were not specific enough to differentiate between persuasiveness and willingness to endorse to convince others to join the organization. Further, it is possible the appeals themselves were not persuasive enough. Participants had high positive Affect towards the statements but interest in joining the organization was low. Although addressing these limitations could greatly move our understanding of this subject forward, this study is an important first step in attempting to assess appeals in recruitment statements.

#### **4.3 IMPLICATIONS**

This study was designed to compare different appeal types and to assess how some individual differences react to different recruitment appeal types for an organization. Continuing to ask these types of questions is becoming increasingly important. For example, understanding the motives behind engaging in manipulative advertisements vs. persuasive pro-social messages is critical.

This study specifically assessed recruitment statements. The implications of this research could have meaningful effects on our understanding of organizational recruitment. Recruitment statements are important for an organization as they may serve as the first impression individuals develop about an organization. Recruitment statements can also be universal – they can be inexpensive to create and may result in wide exposure of an organization to the public. Further, successful recruitment can allow an organization to flourish. Finally, when conducted with social responsibility and ethics, appealing to a large body of individuals can facilitate positive social change. However, when driven by greed or manipulation, persuasion can lead to detrimental societal effects in the future.

This research can also provide insight into how appeals can inspire and empower individuals to action for pro-social causes. At the very least, this question provides us insight in the thinking of a Machiavellian individual which allows us to understand manipulation in human nature.

#### **4.4 FUTURE DIRECTIONS**

More research is needed to examine both the meaningful effects of recruitment statements on an organization as well as examine the characteristics of a powerful recruitment statement. Research should also investigate these effects in mission statements and in other advertisement materials for organizations.

One direction worth pursuing is the role of recruitment statements in anti-social organizations. This study examined a pro-social organization because one goal of this study was to assess ways to increase pro-social behaviors. Anti-social organizations (e.g. terrorist and other criminal organizations), however, do exist and are often successful due to their effective recruitment strategies. ISIS, for instance, has lured young and educated Americans away from home to fight for the organization's cause through personal recruitment strategies as well as exposure to different advertisements and media materials (e.g. DABIQ magazine). Thus, this line of research could have a profound effect on identifying these organizations and protecting people from harm.

This study specifically examined a fake pro-social organization. Future studies should also assess other recruitment statements of other pro-social organizations, both real and fake. This would serve two-fold. First, researchers could assess differences in pre-conceived perceptions toward an organization and how that affects the effectiveness of a recruitment statement. Second, researchers could also begin to draw stronger conclusions about recruitment

statements of pro-social organizations, as this study was limited to one subject (animals) and one organization. This research could also expand beyond guilt-based and ego-promotion appeals to assess other emotional vs rational appeals.

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## Appendix A

### *Guilt-Based Appeal*

The world could be a better place with your involvement in the Animal Protection Agency (APA). If you don't help and support our organization, you will be at fault for millions of animals that continue to be slaughtered and used for food, sick scientific experimentation, or mutilated to create fur. Without your support, you will personally know that you did nothing to help these defenseless animals. Please join us today!

### *Ego-Promotion Appeal*

The world could be a better place with your involvement in the Animal Protection Agency (APA). If you help and support our organization, you will be the champion for millions of animals that continue to be slaughtered and used for food, sick scientific experimentation, or mutilated to create fur. With your support, you will personally know that you fought to help these defenseless animals. Please join us today!

### *Neutral-toned Appeal (Control condition)*

The world could be a better place with the Animal Protection Agency (APA). If people help and support our organization, we can put a stop to millions of animals that continue to be slaughtered and used for food, sick scientific experimentation, or mutilated to create fur. With support of volunteers, the organization can help these defenseless animals. Please join us today!

## Appendix B

### Mini-IPIP

**Instructions:** Please use the rating scale below each phrase to describe how accurately each statement describes you. Describe yourself as you generally are now, not as you wish to be in the future. Describe yourself as you honestly see yourself. Please read each statement carefully, and then select the option that corresponds to the accuracy of the statement.

Extremely accurately (1)      Very accurately (2)      Moderately accurately (3)  
Slightly accurately (4)      Not accurately at all (5)

- 1.) I am the life of the party.
- 2.) I sympathize with others' feelings.
- 3.) I get chores done right away.
- 4.) I have frequent mood swings.
- 5.) I have a vivid imagination.
- 6.) I don't talk a lot. \*
- 7.) I am not interested in other people's problems. \*
- 8.) I often forget to put things back in their proper place. \*
- 9.) I am relaxed most of the time. \*
- 10.) I am not interested in abstract ideas.\*
- 11.) I talk to a lot of different people at parties.
- 12.) I feel others' emotions.
- 13.) I like order.

- 14.) I get upset easily.
- 15.) I have difficulty understanding abstract ideas. \*
- 16.) I keep in the background. \*
- 17.) I am not really interested in others. \*
- 18.) I make a mess of things. \*
- 19.) I seldom feel blue. \*
- 20.) I do not have a good imagination. \*

*Note.* \*Indicates a reverse coded item.

## Appendix C

### Ethics Position Questionnaire

**Instructions:** Please indicate if you agree or disagree with the following items. Each represents a commonly held opinion and there are no right or wrong answers. We are interested in your reaction to such matters of opinion.

Completely disagree (1)   Largely disagree (2)   Moderately disagree (3)  
Slightly disagree (4)   Neither agree nor disagree (5)   Slightly agree (6)  
Moderately agree (7)   Largely agree (8)   Completely Agree (9)

- 1.) People should make certain that their actions never intentionally harm another even to a small degree.
- 2.) Risks to another should never be tolerated, irrespective of how small the risks might be.
- 3.) The existence of potential harm to others is always wrong, irrespective of the benefits to be gained.
- 4.) One should never psychologically or physically harm another person.
- 5.) One should not perform an action which might in any way threaten the dignity and welfare of another individual.
- 6.) If an action could harm an innocent other, then it should not be done.
- 7.) Deciding whether or not to perform an act by balancing the positive consequences of the act against the negative consequences of the act is immoral.
- 8.) The dignity and welfare of the people should be the most important concern in any society.

- 9.) It is never necessary to sacrifice the welfare of others.
- 10.) Moral behaviors are actions that closely match ideals of the most “perfect” action.
- 11.) There are no ethical principles that are so important that they should be a part of any code of ethics.
- 12.) What is ethical varies from one situation and society to another.
- 13.) Moral standards should be seen as being individualistic; what one person considers to be moral may be judged to be immoral by another person.
- 14.) Different types of morality cannot be compared as to “rightness.”
- 15.) Questions of what is ethical for everyone can never be resolved since what is moral or immoral is up to the individual.
- 16.) Moral standards are simply personal rules that indicate how a person should behave, and are not be applied in making judgments of others.
- 17.) Ethical considerations in interpersonal relations are so complex that individuals should be allowed to formulate their own individual codes.
- 18.) Rigidly codifying an ethical position that prevents certain types of actions could stand in the way of better human relations and adjustment.
- 19.) No rule concerning lying can be formulated; whether a lie is permissible or not permissible totally depends upon the situation.
- 20.) Whether a lie is judged to be moral or immoral depends upon the circumstances surrounding the action.

## Appendix D

### Moral Foundations Questionnaire

**Instructions:** Part 1. When you decide whether something is right or wrong, to what extent are the following considerations relevant to your thinking? Please rate each statement using this scale:

[0] = not at all relevant (This consideration has nothing to do with my judgments of right and wrong)

[1] = not very relevant

[2] = slightly relevant

[3] = somewhat relevant

[4] = very relevant

[5] = extremely relevant (This is one of the most important factors when I judge right and wrong)

- 1.) Whether or not someone suffered emotionally
- 2.) Whether or not some people were treated differently than others
- 3.) Whether or not someone's action showed love for his or her country
- 4.) Whether or not someone showed a lack of respect for authority
- 5.) Whether or not someone violated standards of purity and decency
- 6.) Whether or not someone was good at math
- 7.) Whether or not someone cared for someone weak or vulnerable
- 8.) Whether or not someone acted unfairly

- 9.) Whether or not someone did something to betray his or her group
- 10.) Whether or not someone conformed to the traditions of society
- 11.) Whether or not someone did something disgusting
- 12.) Whether or not someone was cruel
- 13.) Whether or not someone was denied his or her rights
- 14.) Whether or not someone showed a lack of loyalty
- 15.) Whether or not an action caused chaos or disorder
- 16.) Whether or not someone acted in a way that God would approve of

**Instructions:** Part 2. Please read the following sentences and indicate your agreement or disagreement:

[0]	[1]	[2]	[3]	[4]	[5]
Strongly	Moderately	Slightly	Slightly	Moderately	Strongly
disagree	disagree	disagree	agree	agree	agree

- 17.) Compassion for those who are suffering is the most crucial virtue.
- 18.) When the government makes laws, the number one principle should be ensuring that everyone is treated fairly.
- 19.) I am proud of my country's history.
- 20.) Respect for authority is something all children need to learn.
- 21.) People should not do things that are disgusting, even if no one is harmed.
- 22.) It is better to do good than to do bad.
- 23.) One of the worst things a person could do is hurt a defenseless animal.

- 24.) Justice is the most important requirement for a society.
- 25.) People should be loyal to their family members, even when they have done something wrong.
- 26.) Men and women each have different roles to play in society.
- 27.) I would call some acts wrong on the grounds that they are unnatural.
- 28.) It can never be right to kill a human being.
- 29.) I think it's morally wrong that rich children inherit a lot of money while poor children inherit nothing.
- 30.) It is more important to be a team player than to express oneself.
- 31.) If I were a soldier and disagreed with my commanding officer's orders, I would obey anyway because that is my duty.
- 32.) Chastity is an important and valuable virtue.



## Appendix E

### Short Dark Triad

**Instructions:** Please indicate how much you agree with the following questions using the scale below:

Strongly Disagree (1)	Disagree (2)	Neither Agree nor Disagree (3)
Agree (4)	Strongly Agree (5)	

- 1.) It's not wise to tell your secrets.
- 2.) I like to use clever manipulation to get my way.
- 3.) Whatever it takes, you must get the important people on your side.
- 4.) Avoid direct conflict with others because they may be useful in the future.
- 5.) It's wise to keep track of information that you can use against people later.
- 6.) You should wait for the right time to get back at people.
- 7.) There are things you should hide from other people because they don't need to know.
- 8.) Make sure your plans benefit you, not others.
- 9.) Most people can be manipulated.
- 10.) People see me as a natural leader.
- 11.) I hate being the center of attention. \*
- 12.) Many group activities tend to be dull without me.
- 13.) I know that I am special because everyone keeps telling me so.
- 14.) I like to get acquainted with important people.
- 15.) I feel embarrassed if someone compliments me. \*

- 16.) I have been compared to famous people.
- 17.) I am an average person. \*
- 18.) I insist on getting the respect I deserve.
- 19.) I like to get revenge on authorities.
- 20.) I avoid dangerous situations. \*
- 21.) Payback needs to be quick and nasty.
- 22.) People often say I'm out of control.
- 23.) It's true that I can be mean to others.
- 24.) People who mess with me always regret it.
- 25.) I have never gotten into trouble with the law. \*
- 26.) I enjoy having sex with people I hardly know.
- 27.) I'll say anything to get what I want.

*Note.* \*Indicates a reverse coded item.

## **Vita**

Steven Michael Mueller was born and raised in the greater Cincinnati, Ohio area. He graduated from Baldwin Wallace University with a B.S. in Neuroscience and Biology and a minor in Psychology in May 2013. While studying at Baldwin Wallace University, Steven worked in a psychology and neuroscience lab under the supervision of Cheryl Novak and Dr. Brian Thomas and completed his neuroscience thesis under his mentor, Dr. Jacqueline Morris.

Steven is published in the Journal of Personality Disorders and has several manuscripts under review. Steven has also presented research at several Psychology and Marketing conferences across the country. He has served as a reviewer for the Journal of Business Ethics and as an ad-hoc reviewer for the Journal of Personality and Individual differences. His research interests are in persuasion, deception, behavioral change, organization recruitment, advertising, and management.

During Steven's time as a graduate student at the University of Texas at El Paso, he has served as a teaching assistant for a variety of courses and has experience teaching an upper-level scientific writing course for the Psychology Department. Steven, is currently funded by the Texas National Security Network. He will continue his education and research in pursuit of a doctorate degree.

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