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**Explaining the Paradox of Leader Narcissism – How does Leader Narcissism Interact  
with Intrapersonal and Contextual Factors?**

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*Thesis Submitted in Fulfilment of the Requirements for the Degree of Doctor of  
Philosophy*

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*August 2022*

## Abstract

Narcissism is a personality trait that is associated with an exaggerated preoccupation of the self, lack of empathy, power-striving, and grandiose fantasies. This PhD thesis includes four empirical studies that investigated the intrapersonal and the organizational factors influencing how leader narcissism manifests in attitudes and behaviors. Two empirical chapters, each with two studies, focus on different aspects of leader narcissism. Study 1 ( $N = 73$ ) and Study 2 ( $N = 157$ ) in Chapter 2 examine how intrapersonal factors affect trait manifestation. Specifically, I distinguished two subtypes of narcissism – grandiosity and vulnerability – and investigated how they interact with levels of identity, thereby influencing leadership outcomes (abusive supervision, workplace incivility, workplace deviance, and transformational leadership). Levels of identity refers to the extent to which one constructs their self-concept in relation to themselves (individual), and to a group (collective). While the research that was conducted during the peak of the Covid-19 pandemic produced null results, Chapter 2 provides a valuable blueprint for future research that distinguishes leaders' grandiose and vulnerable narcissism. Chapter 3 investigates the role of organizational factors in affecting how leader narcissism manifests. I studied if the interplay between leader narcissism and motivational climates affects the trust followers have in their leaders (Study 3,  $N = 546$  leaders,  $1717 =$  followers). I focused specifically on performance climates (fostering competition) and mastery climates (fostering cooperation). Study 3 found that there was no direct relationship between leader narcissism and follower trust. However, such a relationship was significant and negative when performance climates were strong rather than weak. Similarly, the relationship between leader narcissism and follower trust was negative and significant when the mastery climates were weak. In addition, a follow-up study provided further insights into the intrapersonal processes: I investigated how narcissistic leaders' self-enhancement in the agentic and the communal domains was affected by their perceptions of

the motivational climates (Study 4a,  $N = 100$ ; Study 4b,  $N = 101$ ). The findings showed that different levels of abusive supervision occurred depending on whether leader narcissism interacted with performance or mastery climates, respectively. It was found that higher, rather than lower performance climates triggered narcissistic leaders' agentic tendencies that resulted in abusive supervision. However, there was no interaction effect between leader narcissism and mastery climates that led to a mediating effect of self-enhancement in the communal domain. Chapter 4 summarizes the studies in this thesis and discusses the implications in relation to future research and management practice.

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### **Declaration**

I hereby declare that this PhD thesis titled “Intrapersonal and Contextual Factors Influencing the Manifestation of Leader Narcissism” was carried out by myself for the degree of Doctor of Philosophy in Management under the guidance and supervision of Prof. Susanne Braun and Prof. Barbara Wisse, Durham University Business School, Durham University, United Kingdom.

I declare that this present thesis has not been submitted for any other degree of professional qualification either in this or in any other university.

**Leah Zou**

### **Statement of Copyright**

The copyright of this thesis rests with the author. No quotation from it should be published without the author's prior written consent and information derived from it should be acknowledged.

### **Dedication**

I dedicate this PhD thesis to my dear friends and family who have supported me throughout the process and never left my side.

I also dedicate my thesis to my late grandads, who never got to see my adventure but inspired me to take the first step.

## 1 General Introduction

This chapter will introduce leader narcissism and its negative and positive effects in the workplace that inspired this thesis. Within the realm of organizational research, the notion of leadership essentially refers to the act of fostering and maintaining relationships in line with the collective goals (Bennis, 2007; Gooty & Yammarino, 2016). One of the personality traits that garnered considerable attention within the field is narcissism (Grijalva & Newman, 2015; Judge et al., 2006). In recent years, many scholars have examined and unveiled how leaders' trait narcissism affects their subordinates and their workplace (Braun, 2017; Rosenthal & Pittinsky, 2006). Interestingly, the effects of narcissistic leaders on their subordinates and organizations can be both positive and negative (e.g., Grijalva et al., 2015; Owens et al., 2015). This difference could stem from the dualistic nature of the narcissistic personality: on one hand, narcissists are considered arrogant; on the other hand, their confidence and assertiveness can be perceived as being charismatic (Chatterjee & Hambrick, 2007; Judge et al., 2009).

Since the dark and the bright sides of leader narcissism are two sides of the same coin, the focus is to reveal what underlies the difference. However, the research that explores what underpins the paradox of leader narcissism remains scant (Carnevale et al., 2018; Liu et al., 2017; Owens et al., 2015). To reconcile the need for such research, I draw on Trait Activation Theory (Tett et al., 2013) to examine how leader narcissism (and its subtypes) lead to positive (follower trust, transformational leadership) and negative outcomes (abusive supervision, workplace incivility, and workplace deviance), through moderators (levels of identity in Chapter 2; motivational climates in Chapter 3) and mediators (self-enhancement). In light of this, Chapter 1 will discuss: i) the distinction between grandiose and vulnerable narcissistic subtypes – how they might contribute to the differing outcomes of leader narcissism; ii) how

might the environmental influences affect how the trait of leader narcissism is expressed in attitudes and behaviors. This chapter will end with a chapter outline of the thesis.

### **1.1 What is Leader Narcissism?**

Narcissism is a personality trait that first gained official recognition in clinical psychology as a form of mental disorder known as Narcissistic Personality Disorder (NPD; American Psychiatric Association, 1980). NPD is described as having a sense of grandiosity (Cain et al., 2008; Miller & Campbell, 2010) accompanied by maladaptive links with distress and emotion dysregulation (Miller & Campbell, 2008; Wright et al., 2013). Since then, based on the clinical interpretation of narcissism, the narcissistic personality trait gained recognition in the social-personality literatures (Campbell & Campbell, 2009; Miller & Campbell, 2008; Morf, 2006; Sedikides et al., 2004). In the non-clinical context, narcissism is conceptualized as a trait that exists along a continuum (Raskin & Hall, 1979); its key characteristics are typified by an exaggerated preoccupation with the self and the need for validation (American Psychiatric Association, 2000; Sedikides et al., 2019). Narcissism is also typified by the lack of interpersonal warmth and intimacy when it comes to social contexts (Emmons, 1987).

A defining characteristic of narcissistic individuals is the maintenance of their positive self-perceptions driven by self-enhancement in the agentic domain (e.g., assertiveness and arrogance). This is because people usually self-enhance qualities which are fundamental to their self-concept. For example, narcissistic individuals believe that they are superior in qualities related to intelligence and attractiveness (Campbell et al., 2007). Indeed, highly narcissistic people do rate their intelligence highly, even though they are not exceptional when rated objectively (Zajenkowski et al., 2020). In addition, to maintain their inflated selves, narcissistic individuals' self-enhancement process often involves the pursuit of glory to reinforce their self-perceptions that they are outstanding (Wallace & Baumeister, 2002).

Unsurprisingly, narcissistic individuals' self-enhancement tends not to be socially appropriate (Morf et al., 2011). For example, they are more inclined than individuals who are low in narcissism to engage in comparative strategies to alleviate their status (Campbell et al., 2000).

Over the past decades, the study of the narcissistic personality grew across multiple disciplines, including organizational psychology (Judge et al., 2006), sports psychology (Roberts et al., 2018), clinical psychology (Miller et al., 2011), criminal psychology (Rogier et al., 2019), and management (Chatterjee & Pollock, 2017). The cross-disciplinary nature of narcissism testifies its importance in various aspects of our society. Within the realm of leadership research, there is an established link between narcissism and leader emergence: Narcissistic individuals were found to be more likely to emerge as leaders in leaderless groups (Brunell et al., 2008). Moreover, there is a degree of alignment between narcissists<sup>1</sup> and prototypical leadership qualities (e.g., implicit leadership theories; Lord et al., 1984). Examples of these aligned qualities include self-confidence, extraversion, and a strong desire to lead (Raskin & Hall, 1979; Rosenthal & Pittinsky, 2006). Narcissistic individuals also come across as not just charming and charismatic (Miller & Campbell, 2008), but also socially exciting and seductive (Foster & Campbell, 2005; Rosenthal & Pittinsky, 2006). Moreover, when confronted with challenging tasks, narcissistic individuals tend to nominate themselves (Rosenthal & Pittinsky, 2006) and strive for success (Wallace & Baumeister, 2002). As such, these qualities of narcissistic individuals position them favorably to be perceived by others as leaders.

Given that narcissistic individuals prioritize a sense of superiority as their core self-motive (Cragun et al., 2020; Morf & Rhodewalt, 2001a), a quintessential characteristic of leader narcissism is how narcissistic individuals align their leadership behaviors to serve their personal needs (Conger, 1997). That is, narcissistic leaders are motivated to focus on their

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<sup>1</sup> The term "narcissist" in this thesis is used to describe individuals with higher scores on methods assessing narcissistic personality.

self-enhancement needs for admiration and attention, rather than demonstrating any consideration for their followers (Nevicka et al., 2018; Rosenthal & Pittinsky, 2006). While leader narcissism is sometimes linked to positive outcomes (Owens et al., 2015; Sosik et al., 2014), most evidence points it causing damage (Nevicka et al., 2018; Tiwari & Jha, 2021). As such, although leader narcissism is generally linked to negative outcomes, the dark-bright paradoxical findings are still stark (Grijalva & Newman, 2015; Judge et al., 2006). The following sections will examine both sides of leader narcissism more closely.

## **1.2 Conceptualizations of Narcissism**

### ***1.2.1 Overview of the Construct of Grandiose and Vulnerable Narcissism***

Narcissism has long been documented as a concept since the late 1800s. It emerged officially as a form of mental disorder with the Diagnostic and Statistical Manual of Mental Disorders-III (DSM-III; American Psychiatric Association, 1980). According to the DSM-IV criteria, the emphasis of the Narcissistic Personality Disorder (NPD) is on grandiosity (Cain et al., 2008; Miller & Campbell, 2010) accompanied by modest to moderate links with distress and emotion dysregulation (Miller & Campbell, 2008; Wright et al., 2013).

In the DSM-IV NPD criteria (Kohut, 1971) the explicit description of narcissistic vulnerability was added. Yet, there seems to be an ongoing confusion with regards to the role that vulnerability plays in clinical narcissism. Narcissistic vulnerability had always been critical to the conceptualization of narcissism in this field (Cain et al., 2008; Pincus & Lukowitsky, 2010). The contention is whether it is defined as grandiosity, assuming narcissism is merely a single construct (e.g., Morf & Rhodewalt, 2001a; Wright et al., 2017), or whether it has a distinct type on its own (e.g., Miller et al., 2013). The singular conceptualization of narcissism considers vulnerability to manifest itself as a “dysregulation of self (i.e., shifts in social cognition and self-concept), affect (e.g., anger, shame, anxiety),

and interpersonal behavior (e.g., hostility, withdrawal, avoidance) when entitled expectations or needs are challenged or not met” (Wright, 2016, p.11). In contrast, the other school of thought makes a distinction between grandiose and vulnerable subtypes with the main functional difference being their defensive strategies in response to perceived threats (Besser & Priel, 2010).

Nevertheless, when narcissism made an entry as a subject of study in Social and Personality Psychology and Industrial-Organizational Psychology as a trait (Furnham et al., 2014), it is commonly differentiated into its grandiose and vulnerability subtypes. Importantly, the conceptualization of narcissism in these fields is based on the premise that narcissism can exist outside of pathological contexts as a personality trait – i.e., subclinical or everyday narcissism (Raskin & Terry, 1988; Campbell & Foster, 2007; Foster et al., 2003). Both grandiose and vulnerable narcissism are thought to share egocentricity, intolerance, dominance, exploitativeness, and the existence of grandiose fantasies as the core elements (Dickinson & Pincus, 2003; Miller et al., 2017). There is also an element of enhanced self-esteem (be it in the form of protection or enhancement) and the desire for social power (Hart et al., 2017).

Interestingly, self-esteem here marks the subtle conceptual difference between narcissism in clinical versus trait terms. Despite the rather negative affective clinical construct of narcissism mentioned, positive associations between narcissism and well-being as well as high self-esteem have been found empirically in trait narcissism (Sedikides et al., 2004). This offers a different perspective to subclinical grandiose narcissism by signifying that it may not be as destructive as its clinical counterpart. That is, from the trait perspective, grandiose narcissism is suggested to be largely adaptive (Watson et al., 1996; Watson et al., 2005), as opposed to the functional impairment that is associated with clinical narcissism (Miller & Campbell, 2008). On the other hand, vulnerable narcissists and their grandiose fantasies are

believed to disguise their innate inferiority that stems from low self-esteem (Rohmann et al., 2012).

Studies in the trait perspective of narcissism are dominated by its cognitive aspects from which its quintessential characteristics (and subsequent behaviors) are derived. These aspects mainly center around the narcissistic self-concept, and the strategies employed to maintain, enhance, and protect the self (e.g., Kernis, 2001; Krizan & Johar, 2015; Morf et al., 2011; Patel & Hamlin, 2017). Overall, the relevant articles in this field reveal how trait narcissism influence an individual's behaviors. As the conceptualization of narcissism is based on either the intrapersonal processes or their interpersonal behavioral patterns, it is important to disentangle the intrapersonal processes of grandiose and vulnerable narcissism respectively to understand and predict their impact on behavior.

In essence, the narcissistic core self-motive is what binds the grandiose and vulnerable narcissism subtypes together. This is typified by the disagreeable and manipulative characteristics of narcissists that include entitlement, aggression, and manipulateness (Miller et al., 2017). Nevertheless, the nuanced difference between narcissistic grandiosity and vulnerability should not be neglected: While grandiose narcissism is linked more closely to arrogance and extraversion, vulnerable narcissism relates more strongly to distrust and neuroticism (Miller et al., 2017). Consequently, both subtypes may lead to a difference in interpersonal motivations and behaviors. The importance to distinguish the grandiose and vulnerable subtypes of narcissism is clear from existing research outside of the leadership field. For example, in an experimental study that manipulated high versus low threats of interpersonal rejection and achievement failure, Besser and Priel (2010) found differential emotional responses from grandiose and vulnerable narcissistic individuals. Particularly, grandiose narcissism was positively associated with an increase in negative emotional outcomes when achievement was threatened. However, vulnerable narcissism predicted a

change in negative emotional outcomes with a high level of threat in interpersonal rejection. The diverging emotional reactivity of grandiose and vulnerable narcissism in turn implies a difference in the self-enhancement process. Self-enhancement indicates the motivation to feel positively about oneself; an individual's self-enhancement is driven by characteristics which are fundamental to their identity. Since having a strongly grandiose self-view is a priority for highly narcissistic individuals, they are constantly engaged in the self-enhancement process (Morf & Rhodewalt, 2001a). However, the ways in which grandiosely and vulnerably narcissistic individuals self-enhance would be conceivably different: Whereas grandiose-narcissistic individuals may tend to exaggerate their agentic traits such as over-confidence (Campbell et al., 2004), vulnerable-narcissistic individuals tend to rely on external validation (Besser & Priel, 2010). Therefore, when approval of others is not forthcoming, vulnerable-narcissistic individuals are at risk of exposing themselves to negative experiences (Crocker & Knight, 2005).

Given that leadership researchers have mostly been focused on examining the grandiose form of narcissism (e.g., Braun, 2017), the examples given above further demonstrate that the failure to take the multifaceted nature of narcissism into account (Gebauer et al., 2012; Miller et al., 2011) could be a reason for the mixed outcomes of leader narcissism. Put differently, the oversimplification of the narcissistic personality as a unidimensional concept puts scholars at risk of missing out on the nuanced differences in the manifestation of leader narcissism. Although grandiose narcissists' extraversion (Miller et al., 2017) may render them as natural leaders (Grijalva et al., 2015), vulnerable narcissists share similar levels of high self-importance and entitlement. As such, they are also sensitive to social standings like grandiose narcissists and may also strive for and exploit leadership positions to boost their social image (Krizan & Herlache, 2018). As such, in Chapter 2, I will attempt to unravel the

multi-dimensional nature of leader narcissism and examine how the implicit variations across narcissistic facets contribute to differential outcomes.

### ***1.2.2 Other Conceptualizations of Narcissism***

While other forms of narcissism are out of scope for the present thesis, it is worth mentioning that more recently, the three-factor models of narcissism have been developed to break down the personality in a more granular manner (Crowe et al., 2019; Krizan & Herlache, 2018). These three factors are namely antagonism, agentic extraversion, and narcissistic neuroticism (Crowe et al., 2019). Interestingly, such models help to dissect the similarities and differences between narcissistic subtypes more coherently.

The antagonism factor is characterized by arrogance, entitlement, and exploitative nature of an individual. Such characteristics are shared across both grandiose and vulnerable narcissism (Miller et al., 2021). Agentic extraversion refers to more adaptive characteristics such as grandiosity and assertiveness (Crowe et al., 2019), particularly relevant to grandiose narcissism. Lastly, narcissistic neuroticism concerns vulnerable narcissism, denoting innate fragility and maladaptive emotional regulation. Such breakdown of narcissistic grandiosity and vulnerability provides a venue for further exploration of how the factors yield differences in narcissists' behaviors, motives, and how they relate to others (Back et al., 2013). However, since tackling leader narcissism from this angle is out of the scope, future research may benefit from consider the subject from a more granular perspective.

### **1.3 Negative Effects of Leader Narcissism**

As alluded to earlier, narcissistic individuals tend to become leaders with their positive qualities. Nevertheless, it is argued that narcissism also comes with low levels of consideration for others (Morf & Rhodewalt, 2001), resulting in negative consequences (e.g., stifling subordinates' voice; Zhang et al., 2021). This is regarded as the dark, or the

destructive side of leader narcissism (Braun, 2017; Campbell et al., 2011). For instance, narcissistic leaders can be arrogant and feel strongly entitled to the extent that they would react aggressively when they perceive a threat to their authority (Grijalva & Harms, 2014; Judge et al., 2009; Spain, Harms & LeBreton, 2014). Moreover, leadership positions are essentially a platform for highly narcissistic individuals to self-enhance by using others as an ego-boosting source or victims for abuse (Campbell & Campbell, 2009). In other words, instead of trying to build interpersonal relationships, narcissistic individuals tend to use their relational contacts to self-enhance (Elliot & Thrash, 2001). One such way of self-enhancement within an organizational setting is to assert dominance by taking up commanding position whenever possible (Maccoby, 2000). Indeed, Zitek and Jordan (2016) found that narcissistic individuals who have either already attained high standing, or who believe that they will rise up the rank, were more likely to support hierarchy. These echo Brunell et al.'s (2008) discovery that what links narcissistic individuals to leader emergence is their hunger for power, rather than the attention-seeking drive. The power motive of narcissistic leaders is further evident when they find themselves in an interactive setting with high reward for success (Nevicka et al., 2011). In such a context, narcissistic leaders will perceive the group as an extension of themselves thereby asserting control to maximize their chance of claiming the victory. To optimize their power control, narcissistic leaders tend to manipulate their followers' emotions and behaviors, using them to achieve their own success (Morf & Rhodewalt, 2001; O'Reilly et al., 2014). One example of narcissistic leaders using and controlling their social relationships is by being strategic in relationship-building within an organization to ensure that they only associate with those who can provide them with success (Huang et al., 2019). This is in line with other narcissism literature suggesting narcissistic leaders' preference to engage only with those who would provide them with favorable evaluations and praise (Harms & Spain, 2015; Spain et al., 2014).

Narcissistic leaders' self-serving and power-striving tendencies have negative downstream implications on their followers (Nevicka et al., 2018). For example, this commonly occurs in the form of abusive supervision (Padilla et al., 2007), and can be detrimental to followers' well-being both physically and psychologically (Padilla et al., 2007; Yao et al., 2020). Narcissistic leaders would exploit their positions to claim credit for fruitful outcomes but attribute failures to others (Chatterjee & Hambrick, 2007; Chatterjee & Pollock, 2017). Indeed, Yao et al. (2020) found that narcissistic leaders' prioritization of self-interests contributes to their followers' stress levels at work; selfish leaders are unlikely to offer help and support to their followers, meaning that substantial effort is needed for followers to get the job done. Furthermore, followers have also been found to hold back on giving useful advice to the leadership since narcissistic leaders would credit themselves for the success that their followers have produced (Yao et al., 2020). Such lack of knowledge sharing further impedes individuals' productivity at work. Yao et al.'s (2020) findings also echo narcissistic leaders' effect on follower voice. Huang et al. (2019) found that leader narcissism had a negative effect on followers' speaking up. Such effect was also significant when mediated by leader-membership exchange, suggesting that narcissistic leaders create a social and relational environment that suppresses follower voice (Burriss et al., 2008). Ultimately, the dark side of leader narcissism brings a multitude of problems to the overall organizational functioning. When narcissistic leaders are perceived to be selfish and have no regards to others (Zeigler-Hill et al., 2010), followers will become detached to their leaders and have little motivation to give their best at work (Hochwarter & Thompson, 2012). In fact, Liu et al. (2021) found that where narcissistic supervision was involved, followers not only perceived their leaders negatively, but that they also performed more poorly in their roles. This may be because of a follower experience of being devalued (Blair et al., 2008) and failing to meet unrealistic expectations (Campbell et al., 2011) can lower their work engagement

(Hochwarter & Thompson, 2012; Judge et al., 2006). Liu et al.'s (2021) findings also echo Carnevale et al.'s (2018) discovery that instead of outright confrontations, followers would retaliate towards narcissistic leaders more discretely by avoiding actively voicing themselves and deliberately resisting their duties. Such negative effects on narcissistic leaders' followers have a snowball effect that impacts on the organizational performance. Given narcissists' tendencies to become leaders (Brunell et al., 2008), the focus will be on how we can find a way to redirect narcissistic leaders' negative tendencies.

#### **1.4 Positive Effects of Leader Narcissism**

Despite the prevalence of studies exposing the negative outcomes associated with leader narcissism, some researchers have shed light on the bright side of leader narcissism (Campbell et al., 2011). Indeed, narcissists are hailed to "have the charisma and vision that are vital to effective leadership" (Rosenthal & Pittinsky, 2006, p.167). It is argued that narcissistic leaders are capable of using self-promotional tactics such as self-praise and self-enhancement to impress people (Paulhus et al., 2013). Through analyzing the content of former US Presidents' speeches, Deluga (1997) revealed that more narcissistic presidents were perceived to be more charismatic by people. A more recent study on 42 US presidents suggested that narcissism and many success indicators were positively related: For example, public persuasiveness and crisis management (Watts et al., 2013). Similarly, in a study on 200 military cadets, the bright traits of narcissism, namely confidence and high levels of self-esteem, were found to be positively associated with emergent leadership (Paunonen et al., 2006). How narcissistic leaders present themselves to be charismatic, engaging and confident is important: When individuals consider a leader to be charismatic, it indicates that they have a favorable impression of the leader and are willing to be supportive of their leadership. This, in turn, would result in positive organizational performance (Howell & Shamir, 2005). Furthermore, the bright side of narcissistic leaders appear to make it easy for them to attract

followers (Hogan & Hogan, 2001), undertake ambitious actions (Chatterjee & Hambrick, 2007) and get media attention that further boosts their status (Chatterjee & Pollock, 2017). Owens et al.'s (2015) study provides some clarity as to how narcissistic leaders can achieve positive outcomes. They found support that narcissistic leaders and humility can coexist. Specifically, it was found that when leaders are seen to be humble, leader narcissism relates positively to leader effectiveness and followers' job performance and engagement. Comparatively, with constructive and destructive narcissism distinguished, Sosik et al. (2014) found that when followers see their narcissistic leaders as more constructive, there was a positive link between leader charisma and followers' psychological empowerment. In turn, followers' psychological empowerment was shown to have a positive effect on their moral identity, which helped them to feel self-determined and more likely to make impactful contributions to the organization.

Since narcissists are predisposed to exhibit more of their agentic rather than communal characteristics (e.g., Gebauer & Sedikides, 2018), it can be difficult to understand why narcissism is considered as a mixed blessing (Paulhus, 1998). Paradoxically, narcissistic individuals appear to be capable of being perceived either way – good or bad – with the same narcissistic characteristics. For example, one way of narcissistic self-enhancement is to become the center of attention (Nevicka et al., 2011) by showing off and speaking with exaggerated gestures (Buss & Chiodo, 1991). However, when such acts are performed skillfully, narcissistic individuals can be positively perceived by others (Paulhus, 1998). These sometimes good and sometimes bad impressions of displays of leader narcissism are reflected in much current research (Braun, 2017).

Using publicly available information, Chatterjee and Hambrick (2007) investigated the link between narcissistic CEOs and firm performance. They found that narcissistic CEOs tend to lead financially volatile companies with bold actions. Such actions would result in

extreme outcomes on both sides of the spectrum. In other words, narcissistic leaders are emboldened to lead in uncertain circumstances and can attain unprecedented success; however, their recklessness could also result in detrimental failure. Notwithstanding how narcissistic leaders sometimes lead to failure, the fact that they were willing to lead during uncertain times align with some of the positive leadership qualities (Chatterjee & Hambrick, 2007). For example, charismatic and visionary leadership endorses a leader who dares to defy the status quo and who is highly influential in getting others to accept their bold vision (Conger & Kanungo, 1998). Galvin et al. (2010) investigated the link between leader narcissism and leader charisma with a sample of senior leaders of businesses or communities mostly from the US. Like other research, what they found was a mix: There was a negative relationship between leader narcissism and charisma when observants were asked to rate their leaders from a socialized angle. However, there was a positive relationship between leader narcissism and charisma via vision boldness. This implies that under the right context, leader narcissism can bring about positive changes by inspiring others to achieve a goal despite uncertainty and risks. Similar mixed findings were revealed by Judge et al. (2006): In a sample of MBA students, the authors revealed a positive relationship between leader narcissism and peer-rated transformational leadership. Nevertheless, with a sample of beach patrol workers, leader narcissism related negatively to supervisor-rated transformational leadership. All in all, although there are signs of benefits of leader narcissism, current literature reflects leader narcissism as a mixed blessing (Braun, 2017; Campbell & Campbell, 2009). Since narcissism is a complex construct given its bright and dark dualistic nature, the following sections will explore how different narcissistic subtypes might help to explain the paradox of narcissism.

### **1.5 Other Factors Influencing of the Outcomes of Leader Narcissism**

In addition, extant research also suggests that apart from differences among narcissistic personality subtypes and its facets, contextual influences can affect the outcomes of leader narcissism (Grapsas et al., 2020; Sedikides & Gregg, 2008; Wallace & Baumeister, 2002). For example, considering the fundamental competitive tendencies associated with narcissism (Grapsas et al., 2020; Luchner et al., 2011) and narcissistic individuals' preoccupation with the self (Raskin & Terry, 1988; Weiss & Miller, 2018), highly narcissistic individuals would conceivably seize competition as an opportunity to enhance themselves (Wallace & Baumeister, 2002; Wisse et al., 2019). In other words, given narcissistic individuals' self-enhancement needs, we can expect them to be susceptible to the "if (situation)-then (behavior)" pattern (Mischel & Shoda, 2010). This pattern refers to situation-behavior contingencies that describe how people's behaviors in certain situations are underpinned and manifested by their personalities (Mischel & Shoda, 1995, 1998). Put differently, a situational context informs how an individual can best self-enhance, and that such processes reflect one's core attributes of their sense of self (Sedikides et al., 2003). Since narcissists are predisposed to self-enhance more in the agentic (e.g., influence, ambition, and competence) rather than the communal (e.g., interpersonal warmth, morality and affiliation; Luo et al., 2014) domain, they would strive for success when a situation offers an opportunity to fulfil their sense of superiority and grandiosity (Wallace & Baumeister, 2002). Narcissists' situation-behavior pattern in relation to self-enhancement has been observed in other fields: For example, in sports psychology, narcissists were found to perform better in a more competitive setting where there is a clear goal for personal success (Roberts et al., 2015). However, the research attention paid to the contextual influences pertaining to leader narcissism is scant. For example, the current literature does not offer a definitive answer as to the ideal organizational environment that would discourage the exhibition of the dark side of

leader narcissism, therefore ultimately benefiting followers-related outcomes and the overall organizational performance. In light of this, my thesis will also aim to understand how narcissistic leaders carry themselves in different organizational climates, and the potential impacts differentiated by the contexts.

## **1.6 Summary**

In light of the mixed findings of leader narcissism, my thesis builds on Trait Activation Theory (TAT; Tett & Burnett, 2003). According to the theory, an individual's trait and performance differ depending on the context, and that the eventual behaviors are conditional upon the personality trait attributes (Tett & Burnett, 2003; Tett et al., 2013). Put differently, an individual's personality trait is expressed in response to situational cues that are trait relevant. TAT suggests that there are three main sources of influence affecting how traits are activated and expressed: first, the task level that points to the day-to-day activities and duties; second, the social level, referring to interpersonal interactions; third, the organizational level, such as organizational culture and climate.

As mentioned, narcissists have constant and intense desire to maintain and enhance their sense of superiority and grandiose self-image (Chatterjee & Hambrick, 2007). Generally, this can be achieved in two main ways: The first is self-generated by engaging in behaviors such as derogating others (Bogart et al., 2004) and bragging (Hogan et al., 1990), the other way relies on others providing them with affirmation, admiration, and applause (Wallace & Baumeister, 2002). Research indicates that when the supply from others to enhance themselves is threatened, narcissistic individuals tend to act differently than other employees within organizations (Bushman & Baumeister, 1998; Penney & Spector, 2002). Therefore, the direct relationship between leader narcissism and outcomes may not be sufficient to help us learn why narcissistic leaders are different. The relevance of TAT here can be demonstrated by Hatrup and Jackson's (1996) postulation personality traits should be

assessed along with situational factors to meaningfully evaluate the outcomes. Therefore, I argue that it is necessary to consider how the role of narcissistic personality interact with leaders' perceived relationships in interpersonal circumstances (i.e., levels of identity in Chapter 2) in understanding how leader narcissism is expressed. Further, it is also important to examine how interaction between leader narcissism and contextual factors (i.e., motivational climates in Chapter 3) inform narcissists' self-enhancement strategies to affect the outcomes.

### **1.7 Thesis Outline**

The focus of this thesis is twofold: i) to break down narcissistic subtypes (Chapter 2); and ii) to examine the interaction between leader narcissism and contextual factors (Chapter 3). In doing so, I aim to offer a clearer picture as to what causes different outcomes of leader narcissism.

In Chapter 2, I will address the paradox of leader narcissism by differentiating the narcissism construct. It will begin by addressing the difference in narcissistic grandiosity and vulnerability, and their respective innate regulatory needs for self-enhancement (Morf et al., 2011; Sedikides et al., 2003; Wallace & Baumeister, 2002). Building on TAT, my research model will focus on the differences in trait ~~low~~ grandiose and vulnerable leader narcissism and how they interact with individual and collective levels of identity to produce different outcomes. In particular, salience of individual identity prioritizes the differentiation of one's self from others (Brewer & Gardner, 1996); salient collective identity indicates an individual identifying themselves closely with a collective (Fuller et al., 2018). I expected that high levels of individual identity salience will exacerbate the negative links between both grandiose and vulnerable narcissism and negative behavioral outcomes. However, since grandiose narcissism is more adaptive than vulnerable narcissism, it would be more

responsive to heightened levels of collective identity, thereby resulting in more positive behavioral outcomes. This chapter contains two experimental studies: Study 1 ( $N = 73$ ) and Study 2 ( $N = 157$ ). In each of the studies, participants were randomly assigned to different experimental conditions where their levels of identity were manipulated *and activated with vignettes presenting situations where they either interacted with one individual or as part of a collective*. Following the manipulation, they were invited to respond to a series of questions measuring their behavioral tendencies (abusive supervision, workplace incivility, workplace deviance). Study 1 was conducted as a pilot study to test the effect of the manipulation; Study 2 was carried out with an improved design but did not produce results which lend support for the hypotheses. However, it provides a valuable blueprint for further research to investigate the interactions between grandiose and vulnerable narcissism with levels of identity. The chapter will conclude with a discussion that summarizes the results, limitations, implications and future research directions.

In Chapter 3, I will explore how organizational contexts affect the manifestation of leader narcissism, reflecting the ‘if-then’ self-enhancement pattern of narcissistic individuals (Mischel & Shoda, 2010). In addition to my PhD supervisors, Dr Ed Sleebos from the Amsterdam University joined us to work on this chapter as a collaborator. Underlined by the organizational level of influence according to TAT, this chapter will see narcissism as a unidimensional *trait* ~~concept~~ *but and* will investigate the role of contextual influences in relation to the dark and bright duality of leader narcissism. Specifically, this chapter will study how performance (fostering competition) and mastery climates (fostering cooperation) interact with leader narcissism to affect outcomes (follower trust and abusive supervision). It was expected that in high performance climates, narcissistic leaders would exacerbate their self-enhancement in the agentic domain, jeopardizing follower trust and heightening their abusive supervision tendencies. In contrast, we expected that in high mastery climates,

narcissistic leaders would self-enhance in the communal domain, thereby attenuating the negative link between leader narcissism and follower trust, and the positive link between leader narcissism and abusive supervision. This will be followed by two studies in testing the hypotheses: Study 3 ( $N$  - leaders = 546, followers = 1717) and Study 4a ( $N$  = 100; Study 4b,  $N$  = 101). The data for Study 3 was collected and supplied by Dr Sleebos as part of a bigger leadership research program in Amsterdam. The study is a cross-sectional multilevel and multisource study that revealed a significant interaction effect between leader narcissism and performance and mastery climates respectively. This interaction produced differential ratings of follower trust: Negative trust for narcissistic leaders was reported in high performance climates amongst followers; high mastery climates on the other hand buffered the expected relationship between leader narcissism and follower trust. Study 4 examined how the interaction between leader narcissism and motivational climates affects narcissistic leaders' self-enhancement in the agentic and the communal domains. This was carried out in the form of an experimental vignette where participants' perceptions of the organizational climates were manipulated. The findings revealed that the interactive effect between leader narcissism and motivational climates had an impact on the extent to which narcissistic leaders self-enhance in the agentic and the communal domains. Although the results suggest that narcissistic leaders did not react to self-enhance in the communal domain in high mastery climates; in high performance climates, they self-enhanced in the agentic domain, exacerbating abusive supervision tendencies. The final section of the chapter will conclude the findings and discuss the implications, limitations and research directions.

Finally, Chapter 4 will summarize the thesis and lay out suggestions for future research.

## 1.8 Contributions

The theme of this thesis revolves around the multifaceted nature of narcissism in leadership, as well as the role of context in outcomes brought about by leader narcissism. Overall, my thesis contributes to the current literature in three main ways.

Firstly, Chapter 2 will answer the call to disentangle grandiose and vulnerable narcissism in leadership research (Braun, 2017) and examine how each subtype interacts with levels of identity (Brewer & Gardner, 1996). Although the research was disrupted by the Covid-19 pandemic, Chapter 2 provides clear learning points and opportunity for future studies to advance. From a theoretical point of view, this Chapter articulates clearly where grandiose and vulnerable narcissism converge and diverge, in line with Miller et al.'s (2017) assertion that narcissism leads to paradoxical outcomes because of the lack of distinction between its grandiose and vulnerable subtypes. This implicates a difference in consequences, therefore illustrating why leader narcissism subtypes should be differentiated in leadership research. In addition, Chapter 2 also shows clear methodological approach that future studies can consider and adapt to advance our knowledge.

Secondly, as mentioned earlier, this thesis seeks to not only tackle the paradox of leader narcissism from the interpersonal perspective (i.e., levels of identity; Chapter 2), but instead also aims to include organizational factors (Chapter 3). Therefore, Chapter 3 will shift the focus to the environmental influences that may interact with leader narcissism. Specifically, investigating the interactive effects between motivational climate and leader narcissism. Within an organization, the perceptions of a motivational climate can inform the behaviors which are rewarded or punished through its policies, procedures, and practices (Nerstad et al., 2013). I will investigate the interaction between leader narcissism with two types of motivational climate: Performance and mastery climates. A performance climate encourages highly competitive behaviors, where success entails rising above others (Wisse et

al., 2019). A mastery climate incentivizes supportive behaviors such as collaboration (Ames, 1992). The aim of Chapter 3 was to expand our current understanding of contextual moderators in relation to the dark and bright duality of leader narcissism. By doing so, the present research may enable us to disentangle the root cause of the mixed findings in previous research as to the effect of leader narcissism on their followers (e.g., Campbell et al., 2011; Grijalva et al., 2015). Additionally, the findings can offer insightful practical implications for organizations to help them shape their organizational climate appropriately to deter negative leadership outcomes. The research revealed that narcissistic leaders' self-enhancement process is responsive to the contextual incentive to become successful according to what a motivational climate demands. It was also found that, consistent with the agentic tendencies of narcissism, performance climates more prominently influenced the direction of how leader narcissism manifested.

Thirdly, Chapter 3 goes further by exploring how the interaction between motivational climates and leader narcissism impact on the narcissistic self-enhancement process. In particular, I will tease out how contextual influences relate to narcissistic leaders' self-enhancement in the agentic and communal domains respectively. Generally, narcissistic individuals are prone to self-enhance in the agentic, rather than the communal domain. Therefore, it was expected that when narcissistic leaders find themselves in a hypercompetitive environment, such as that presented by a high-performance climate (Nerstad et al., 2013), their agentic behaviors will become intensified as they strive to outperform others (Sedikides & Gregg, 2008). In contrast, a high mastery climate demands a collaborative environment, where success is evaluated by employees' willingness to share information and to be supportive of one another (Nerstad et al., 2013). As such, mastery climates as a contextual influence are relevant to self-enhancement in the communal domain, with the potential to unveil the positive side of leader narcissism. This is valuable in

enriching our understanding of leader narcissism by effectively linking how narcissistic leaders process their perceptions of what leads to success within certain contexts.

## **2 Me, Myself, and I? Investigating How Levels of Identity Interact with Leaders' Grandiose and Vulnerable Narcissism to Explain Leadership Outcomes**

### **2.1 Abstract**

This chapter studies how leaders' grandiose and vulnerable narcissism interact with levels of identity (individual and collective) to result in different leadership outcomes (abusive supervision, workplace deviance, workplace incivility, and transformational leadership). I proposed a model in which grandiose and vulnerable narcissism are differentially moderated by levels of identity to produce different outcomes. The model was tested with an experimental vignette technique. Study 1 took place in December 2019. It was a pilot study to develop and test the vignette manipulation ( $N = 73$ ). Each participant was asked to immerse themselves in one of the three randomly assigned fictional scenarios: Two evoking high individual and collective identity levels, and one control condition. The results in Study 1 revealed that the manipulation was unsuccessful. Given the small sample size, only exploratory testing was conducted with baseline measures. Learning from the pilot study, Study 2 was undertaken with an improved vignette design in June 2020 ( $N = 157$ ), with the addition of a control condition. While the manipulation was successful, the study was limited by the circumstances during the first peak of the Covid-19 pandemic in the UK. The timing of Study 2 coincided with the Coronavirus Job Retention Scheme which meant that a large proportion of the UK working population was furloughed. Furthermore, those who kept their jobs were mostly forced to work from home and were deprived of normal everyday social interaction. This may have resulted in the mismatch of responses collected during this time as opposed to how participants would have answered otherwise. Nevertheless, Chapter 2 provides a valuable insight for future research that intends to distinguish leader grandiose and vulnerable narcissism.

## 2.2 Grandiose and Vulnerable Narcissism

Narcissism typifies individuals with an exaggerated preoccupation with the self, power-striving, grandiose fantasies, and a lack of empathy (American Psychiatric Association, 2000; Weiss & Miller, 2018). The present research will explore narcissism as a personality trait and disentangle the two most identified subtypes – grandiosity and vulnerability (Dickinson & Pincus, 2003; Hendin & Cheek, 1997; Jordan et al., 2021; Wink, 1991). Both subtypes share the core narcissistic trait – self-centeredness (Dickinson & Pincus, 2003; Hendin & Cheek, 1997; Miller et al., 2017). The similarities and differences between grandiose and vulnerable narcissism can be summarized by the trifurcated model of narcissism that conceptualizes the structure of narcissism with three factors (Miller et al., 2017): Antagonism/entitlement, agentic extraversion/exhibitionism, and neuroticism/vulnerability. In essence, the model notes that what unites grandiose and vulnerable narcissism is an antagonistic core (e.g., manipulateness and entitlement). Grandiose and vulnerable narcissism differ on the other facets. Grandiose narcissism is typified by traits related to extraversion – self-assurance, confidence, high and stable self-esteem, and a mature self-regulation mechanism which enable better adjustment to emotional triggers (Weiss & Miller, 2018). Grandiosely narcissistic individuals are apt to demand admiration and respect from others explicitly (Bosson et al., 2008). They are also capable of facilitating adaptive and achievable self-enhancement experiences (Roche et al., 2013). On the other hand, vulnerable narcissism incorporates traits related to neuroticism – an innate sense of inferiority and deep insecurity, coupled with low and fragile self-esteem (Besser & Priel, 2009). Vulnerable-narcissistic people are ill-equipped to deal with external threats, therefore prone to disappointments (Pincus, 2013; Roche et al., 2013), shame and anxiety (Weiss & Miller, 2018). Furthermore, evidence also suggests that vulnerable narcissists are constantly on guard against others, and they tend to distort others' behaviors as malicious (Hansen-Brown & Freis, 2021). While

vulnerable narcissists may initially get a self-esteem boost by exploiting others with their leadership positions (Kohut, 1977), their inability to regulate interpersonal threats can lead to a sense of injustice that is externalized as anger towards others (Miller et al., 2013). However, like their grandiose counterparts, vulnerable narcissists also share a similar sense of entitlement and the need for affirmation that may drive them to achieve leadership positions (Weiss & Miller, 2018). Therefore, given the contrast between the narcissistic subtypes, we should expect different outcomes from grandiose- and vulnerable- narcissistic leaders respectively.

This chapter will attempt to bridge the gap in leader narcissism research with a more balanced approach that includes both grandiose and vulnerable subtypes. In particular, I will examine how grandiose and vulnerable leader narcissism interact with levels of identity (individual and collective) to produce different outcomes.

### **2.3 Identity**

Identity encompasses one's "personal characteristics, feelings, and images, as well as roles and social status" (Markus & Wurf, 1987, p.301). The significance of identity in leadership research has been highlighted by Epitropaki et al. (2017): It provides a systematic approach to understanding how individuals see themselves and others, and how they behave as a result. Identity is a dynamic portion of self-concepts; self-concept is central to both narcissistic subtypes in that it represents one's cognitive structure for someone to ground their basic sense of self and worth. Essentially, it is a culmination of multiple identities with meanings attached to each one of them. These identities are arranged in a hierarchical order to reflect self-concepts (Miscenko & Day, 2016). That is, the self-concept forms one's perceptions of the world and facilitates the meanings and expectations that are integrated into the self (Stets & Burke, 2000). In turn, identities become salient in different situations to

preserve the individual's self-concept (Epitropaki et al., 2017; Lord et al., 1999). The malleability aspect of identity is reflected in "identity salience". Identity salience was first coined by Stryker (1979). It refers to the degree of commitment to an identity that is contingent and parallel to the extent of fulfilling a situational need. That is, when an identity becomes salient, it becomes the dominant representative aspect of the self (Callero, 1985). Therefore, a change in self-relevant factors in a social situation may result in a change of the identity salience. For example, if an individual places a great value on being a part of a particular organization, their collective identity is likely to become salient when a situational cue prompts them to think about themselves relative to the collective. This means that there is a shift to defining oneself based on the characteristics representative of the organization when the situation calls for it.

One of the earlier studies which elucidates the malleability of identity is an experiment conducted by Fazio, Effrein, and Falender (1981). They sought to test whether a perceiver's expectation of a subject can prompt related behavior that confirms the expectation. In their experiment, participants first interacted with the experimenter who purposefully induced either extraverted or introverted behaviors of the participants. Next, some self-described measures were taken in the form of an interview before a subsequent interaction with a confederate. Through this process, the authors established that social interactions influence a person's identity and behaviors. It was found that individuals can manifest their self-fulfilled prophecy even if the identity process was interfered by external influence. This shows identities can be primed and activated; once an identity is activated, it functions as a feedback loop to ensure the consistency in executing such identity (Burke, 1991).

Recently, Sim et al. (2014) have also concurred on the paradoxical view that the self is both enduring and malleable. The authors designed an experiment in which the findings show that while individual identity is always relevant and serves as the default form of self-

definition, the activation of the collective self can occur alongside with it. In other words, when the collective identity is salient, instead of taking over the default individual identity, it becomes incorporated into the working self-concept. This suggests that individual identity is a fundamental element that contributes to the enduring aspect of the self. It was also found that the activation of collective identity salience could be achieved, consistent with Lord et al.'s (1999) position that identity salience can be primed. Notably, this effect was stronger in those who indicated that the psychological utility of group membership was higher before the manipulation, i.e., the more important a group was to an individual, the more likely it was that the collective identity became salient. Indeed, this is reflected in experiential priming procedures such as self-construal manipulations (e.g., Wisse & Rus, 2012). In such procedure, subjects are asked to recall memories specific to a level of identity and describe it as detailed as possible to invoke its salience.

The above studies demonstrate that identities are partly malleable in nature, and that the active proportion of the self-concept can be made salient over shorter periods of time. The possibility and the extent to which an individual can switch identity salience is relevant to the core self. In light of this, despite grandiose and vulnerable narcissists' overwhelming focus of themselves (Miller et al., 2017), I will explore whether salience in difference levels of identity will moderate narcissistic leaders' behavioral tendencies.

### ***2.3.1 Levels of Identity***

Each levels of identity denotes a different way in which one defines themselves. At the individual identity level, the differentiation of the personal self is prioritized (Brewer & Gardner, 1996). That is, to showcase one's uniqueness that make a person feel different and distinguished from others. Displayed behaviors will be motivated by the need to exhibit individuality and uniqueness. Individuals in leadership positions would take the opportunity

to demonstrate their superiority over others and prioritize their personal values and goals (Cross et al., 2011; Lord & Brown, 2004). For example, they may be less approachable to subordinates and seek to exude leadership authority because of a salient individual identity.

At the relational identity level, how one defines the self is dependent on a specific role or a dyadic relationship (Andersen & Chen, 2002). Put differently, one's self-concept becomes inclusive of a specific connection or a role relationship (Brewer & Gardner, 1996). When a relational identity is salient, it will propel an individual to forge a mutually beneficial relationship through positive behaviors (Brewer & Gardner, 1996; Johnson et al., 2012).

A collective identity signifies an individual identifying with an organization or a group (Fuller et al., 2018). In this sense, when the collective identity is salient, an individual's sense of self is built based on a particular collective's characteristics and values. This motivates individuals to behave in line with the archetypes of the collective and act in its best interest (Brewer & Gardner, 1996; Johnson et al., 2012). It should be noted that the levels of identity are orthogonal, and it stands particularly true for the individual level, which is independent from the relational and collective identities (Brewer & Gardner, 1996; Johnson & Saboe, 2011; Sim et al., 2014).

Since I am investigating leader narcissism within an organizational context, particularly in relation to the effects of narcissistic leaders on their followers, I will only focus on the individual and collective levels of identity levels for the purpose of this research.

## **2.4 Research Question and Contributions**

The aim of the chapter is to broaden our current understanding of narcissism in the leadership context by differentiating the subtypes. The overarching questions to be addressed here are: a) how does leader narcissism affect leadership outcomes (abusive supervision, workplace deviance, workplace incivility, and transformational leadership)? b) is it possible

that certain levels of identity in leaders can mitigate the negative effects of leader narcissism on followers? I hope to make several contributions with the research. First, by importing the notion of narcissistic subtypes from clinical psychology, I distinguish grandiose and vulnerable narcissism and their relevance in the leadership context. By doing so, it could bring a fresh perspective to the differential leadership outcomes predicted by grandiose and vulnerable narcissism respectively, hence extending the current one-sided understanding (Miller et al., 2012; Zeigler-Hill et al., 2008). Potentially, this could address the significant lack of inclusion of vulnerable narcissism in the realm of leadership research by demonstrating the importance of narcissistic construct clarification (Braun, 2017). Second, by examining the influence of levels of identity on the leadership outcomes, I hope to use identity to explain why leader narcissism sometimes manifests differently under different circumstances (Epitropaki et al., 2017). The rationale behind this is that salient individual identity will stipulate narcissistic leaders' drive for their own personal success (Cross et al., 2011), leading to self-oriented and self-serving outcomes that are detrimental to their followers (Johnson et al., 2012). On the other hand, when narcissistic leaders' collective identity is salient, their sense of self becomes entangled with that of a collective. This may incentivize the success-driven narcissistic leaders to act in the team's interest towards achieving a collective success (Fuller et al., 2018). Finally, this work can potentially benefit organizations by offering an insight into i) how we can distinguish narcissistic grandiose and vulnerable subtypes, and ii) how narcissistic subtypes interact with levels of identity to produce different outcomes in terms of abusive supervision, workplace deviance and incivility, as well as transformational leadership respectively. Specifically, the present work can answer the call to supplement the lack of the understanding of the antecedents of workplace incivility, thereby contributing to the development of policies and interventions to reduce such pervasiveness (Schilpzand et al., 2016).

## 2.5. Leader Narcissism and Outcomes

**Abusive Supervision.** Abusive supervision refers to leaders' hostility towards their followers in the form of verbal and non-verbal behaviors (Tepper, 2000). Abusive supervision not only damages followers through job stress, work-family conflict, and emotional exhaustion (Mackey et al., 2017), but also jeopardizes the organizations with lower productivity, counterproductive work behaviors, and employee withdrawal and turnover (Mackey et al., 2017; Schyns et al., 2018). In his review, Tepper (2007) summarized that the current understanding of the antecedents of abusive supervision are related to displaced aggression. Put differently, when directing retaliatory response to the actual source of frustration is unfeasible, it will be diverted to convenient and innocent targets instead. Such hostile behavioral consequences can be attributable to the regulation of the self. If one is not equipped with a strong mechanism that defends and preserves the self amidst negative interpersonal interactions, it may give rise to feelings of threat (Besser & Priel, 2010). The perceived threat then fuels anger that incentivizes retaliatory behaviors. These behaviors could manifest in the form of depriving others of rewards while taking all the credits (Sankowsky, 1995), or blaming others for undesirable outcomes (Campbell et al., 2004).

As discussed, narcissists focus strongly on their self-interests. This is signaled by narcissists having lack of concern for others or interest in warm interpersonal relationships and their self-enhancement strategies prioritizing the feeling of importance and power (Campbell and Foster, 2007). If narcissists' sense of self is threatened, they tend to react angrily (Hyatt et al., 2018), making them more likely to engage in abusive supervision (Tepper et al., 2017). Specifically, in a leader-follower setting, narcissistic leaders' goal-achieving drive is of particular relevance to abusive supervision. Narcissists are considered to be "principally motivated by their own egomaniacal needs and beliefs, superseding the needs and interests of the constituents and institutions they lead" (Rosenthal & Pittinsky, 2006,

p.629). Therefore, research has found that narcissistic leaders are positively related to abusive supervision (e.g. Finney et al., 2021; Nevicka et al., 2018), however, it remains to see whether such relationship differs between the narcissistic subtypes.

Compared to grandiose narcissism, narcissistic vulnerability is predicted to relate positively to abusive supervision because it associates more strongly with entitlement rage and viewing others as hostile (Hansen-Brown & Freis, 2021; Miller et al., 2013). Vulnerable-narcissistic individuals have an inflated ego supported by insecure grandiosity (Judge et al., 1997; Wink, 1991); their sense of entitlement and grandiose fantasy are easily destroyed by their hypersensitivity owing to fragile self-esteem (Besser & Priel, 2009; Mikulincer et al., 1990). This is compounded by the association between vulnerable narcissists and uncertain intrapersonal experience that eventuates in self-doubt, hence the experience of shame and can be easily offended (Pincus et al., 2009). Their unmet needs can cause vulnerably narcissistic leaders to become fixated on the disappointment, yet still craving for positive external affirmation (Pincus, 2013; Roche et al., 2013). A sense of shame then ensues as the contextual factors are perceived to highlight their intrinsic insecurity and inferiority (Hendin & Cheek, 1997). Being stuck in a continuous cycle of frustration and shame can eventually manifest in an outburst of anger (Kohut, 1977). This links back to Tepper's (2007) point about displaced aggression being an antecedent of abusive supervision, except that the source of frustration in the case of vulnerable narcissists is precisely its inapt self-regulatory mechanism.

H1: Leader vulnerable narcissism will be positively related to abusive supervision.

On the contrary, grandiose narcissists have a more stable sense of self and are apt to defend the self from negative external evaluations. The intrapersonal regulatory focus of grandiose narcissism is to facilitate adaptive and achievable self-enhancement experiences (Roche et al., 2013). To exemplify, instead of taking negative feedback from subordinates

personally, grandiosely narcissistic leaders tend to positively regulate their identity by dismissing the source of such evaluation (Morf & Rhodewalt, 2001). The strategy to maintain and enhance the self is also supplemented by their consistent sense of grandiosity that positively distorts their self-perceived image (Robins & John, 1997). In addition, grandiosely narcissistic individuals' have the ability to filter their entourage to only keep those who feed them with admiration (Conger & Kanungo, 1998). This is backed by their excellent social skills and their charisma which serve to self-enhance (Brunell et al., 2008). Therefore, grandiose narcissists are unlikely to engage in negative leadership behaviors which might push their direct subordinates away. Therefore, grandiose narcissism is not predicted to be associated with abusive supervision.

**Workplace Deviance.** This construct was developed by Robinson and Bennett (1995), describing the act of violation against organizational norms that has an implication on the well-being of the organization or its members. The behaviors associated with workplace deviance are voluntary and intentional (Bennett & Robinson, 2003; Kaplan, 1975). In an organizational context, organizational norms dictate the expectations around languages, behaviors, and principles which are permitted to be carried out by the members (Coccia, 1998). When this set of expected behaviors is violated, the consequences will perpetrate all levels of the organization, harming a variety of aspects including productivity, finance, and decision-making processes (Coccia, 1998).

According to Robinson and Bennett (1995), there are two dimensions to workplace deviance: organizational versus interpersonal deviance. The former refers to deviant behaviors directed at the organization, such as putting little effort into work, sabotaging and stealing (Robinson & Bennett, 1995). In contrast, interpersonal deviance refers to behaviors directed at other individuals within the organization, such as pranking, belittling, and being rude to colleagues (Robinson & Bennett, 1995). Since the present research focuses more on

understanding the effects of leader narcissism in interpersonal circumstances, I will only focus on the interpersonal dimension of the workplace deviance scale.

There are a few types of known facilitators of workplace deviance behaviors. Firstly, such behaviors can be encouraged by a toxic organization that is typified by poor performances, poor communications and poor decision-makings accompanied by very low levels of employee satisfaction (Coccia, 1998). Such organizational environment can develop with ineffective management that is ethically and morally unsound (Sims, 1992). Relatedly, employees can also be negatively influenced by deviant role models (Appelbaum et al., 2005). Studies suggest that workplace environment in general is a strong predictor of organizational members' deviant behaviors (Appelbaum et al., 2005). As such, the environmental facilitators of workplace deviance behaviors suggest that such behaviors can occur independent of an individual's personality due to the environmental stress and influence (Appelbaum et al., 2007).

The present research is more relevant to the person-based perspective of what encourages workplace deviance behaviors (Henle et al., 2005). Previous research revealed that workplace deviance can be predicted by individual differences (e.g., Berry et al., 2007; Ng et al., 2016), such as the interactions of different traits (e.g., Oh et al., 2011) and compounded traits like the dark triad (e.g., O'Boyle et al., 2012). Narcissists' hyperfocus on individual success (Wallace & Baumeister, 2002) can set them up for disappointment and dissatisfaction at work: For example, being passed for promotion and given low performance rating.

It should be expected that both grandiose and vulnerable narcissism will have a positive relationship with workplace deviance. For vulnerable narcissists, their hypersensitivity when it comes to perceived threat to self-concept will result in them becoming aggressive (Freis et al., 2015). Vulnerably narcissistic individuals' inability to

defuse threat render them susceptible to displaying deviant behaviors which they are predisposed with (Judge et al. 2006). This is reinforced by their vulnerability to psychological distress in interpersonal circumstances (Dickinson & Pincus, 2003; Neufeld & Johnson, 2016). As such:

H2a: Leader vulnerable narcissism will be positively related to workplace deviance.

Grandiose narcissism, although not predicted to be linked to abusive supervision, is predicted to have a positive association with workplace deviance. This is because unlike abusive supervision that describes explicit hostility directed towards one's subordinates, workplace deviance refers to behaviors that are more generally applied to anyone within the organization. Therefore, the notion of being considerate and to strive to maintain a good relationship with their direct subordinates to feed their superiority would not apply.

Grandiose-narcissistic leaders are expected to relate to workplace deviance by virtue of their dominance and the lack of consideration for others. These characteristics may motivate them to derogate others or be coercive to achieve their personal gains (Baumeister et al., 2002; Morf & Rhodewalt, 2001). Indeed, in Judge et al.'s (2006) study, they found a significant and positive effect between narcissism and self-rated workplace deviance. Hence:

H2b: Leader grandiose narcissism will be positively related to workplace deviance.

**Workplace Incivility.** Workplace incivility was defined by Andersson and Pearson (1999) as “low-intensity deviant behavior with ambiguous intent to harm the target, in violation of workplace norms for mutual respect. Uncivil behaviors are characteristically rude and discourteous, displaying a lack of regard for others” (p. 457). Some examples of uncivil behaviors include doubting others' judgement and making unwanted attempts to discuss others' personal matters. Therefore, what distinguishes workplace incivility from deviance is that the behaviors associated with the former is both lower in their intensity and not necessarily intentional in causing harm to others (Cortina et al. 2001; Pearson et al., 2000).

Indeed, the busy nature of the modern work life, together with the heavy engagement with the technology mean that individuals have less time to invest in being good to others (Pearson & Porath, 2005). Although less egregious compared to workplace deviance, workplace incivility is still very damaging to employees and workplaces (Schilpzand et al., 2016). For example, literature suggest that the well-being, the attitudinal and behavioral aspects of the victims can suffer (Bunk & Magley, 2013). Victims of workplace incivility can also experience losing trust for others (Miner & Reed, 2010), emotional exhaustion (Meier & Gross, 2015), and deteriorating task performance (Jawahar & Schreurs, 2018). Studies have shown that workplace incivility is prevalent and rampant (Burnes & Pope, 2007). Behaviors as such not only violate the organizational norms but bear a high cost on the organizations' overall productivity (Pearson et al., 2000).

There are several sources workplace incivility: They can encompass peers, clients, customers, as well as leaders and supervisors (Cortina et al., 2002; Zhou et al., 2019). The most prominent source of workplace incivility is that instigated by supervisors, and it has the most severe impact on the victims. Due to the power dynamics between a supervisor and their direct reports, the supervisor is in a position to engage in behaviors such as unreasonable delegation and insulting (Ghosh et al., 2011). However, according to a review on workplace incivility by Schilpzand et al. (2016), there is a lack of studies investigating the antecedents of workplace incivility. The authors also suggested that exploring the antecedents has the potential for policy and intervention development to curtail the prevalence of workplace incivility. Our study therefore adds to the extant literature in this regard.

It is also worth noting that the construct does not specify whether the uncivil behaviors are initiated by a supervisor or a co-worker on purpose. Nevertheless, owing to the underlying subtlety and the ambiguous nature of the behaviors, the implication here is that workplace incivility can be committed unconsciously – particularly by individuals who lack

empathy and consideration for others. In view of that, both subtypes of narcissism can be related to workplace incivility based on their self-entitlement, self-importance, and the lack of empathy (American Psychiatric Association, 2000; Dickinson & Pincus, 2003; Miller et al., 2017).

H3a: Leader vulnerable narcissism will be positively related to workplace incivility.

H3b: Leader grandiose narcissism will be positively related to workplace incivility.

**Transformational Leadership.** Transformational leaders come across as charismatic, confident, and free from anxiety (i.e., in low neuroticism; Resick et al., 2009). The four main factors of transformational leadership are “idealized influence, inspirational motivation, intellectual stimulation, and individualized consideration” (Bass & Avolio, 1993, p.542). Within the realm of leadership research, transformational leadership is one of the most-studied style of leadership (Avolio et al., 2009) that is recognized to be effective in addressing organizational issues and in improving organizational performance (Bass & Riggio, 2006). For example, transformational leadership has been shown to have positive effects on performance at the managerial (Waldman et al., 2011) and team levels (Basset al., 2003). There is also evidence that transformational leadership is capable of favorably influencing employee attitudes such as organizational commitment (Bycio et al., 1995) and job satisfaction (Walumbwa et al., 2005) while decreasing negative impacts within the organizations such as burnout (Corrigan et al., 2002) and turnover intentions (Bycio et al., 1995).

Due to the positive and extraverted characteristics related to grandiose narcissists, such as confidence and excellent social skills, the link between the subtype and transformational leadership had been investigated by many (e.g., Ong et al., 2016; Resick et al., 2009). Although the motives are self-serving, grandiosely narcissistic leaders may still

have the capacity to inspire followers to unleash their full potential by engaging in idealistic visions (Bass & Steidlmeier, 1999).

Indeed, the charismatic and visionary aspects of transformational leadership have been found to be positively related to grandiose narcissism (Sosik et al., 2014). For example, leaders with high grandiose narcissistic trait can channel confidence to their followers, particularly during challenging times (Glad, 2002). It may also be that grandiose narcissists' boldness is inspiring to others (Galvin et al., 2010). Since transformational leadership has a social element that implies the activation and the salience of interpersonal identities (Mencil et al., 2016), it would be interesting to explore in the present research how levels of identity can add to the established link between narcissism and transformational leadership.

Given the alignment of the positive side of grandiose narcissism with the characteristics of transformational leadership, a positive relationship between the two is anticipated. While how the long-term impact of leader narcissism is not considered as part of this research, it should be noted that such relationship may not necessarily be entirely positive over the long run. This is highlighted by the "chocolate cake model" which depicts that all positive experiences one can have at the start with a narcissistic leader can deteriorate over time (Campbell, 2005; Campbell et al., 2011; Ong et al., 2016). With regards to individuals with high levels of vulnerable narcissism, their fragile intrapersonal attributes causing interpersonal anxiety, hypersensitivity and hypervigilance suggest that they are not capable to forge good relationships with others and be perceived as effective. As such, no relationship is predicted between vulnerable narcissism and transformational leadership.

H4: Leader grandiose narcissism will be positively related to transformational leadership.

## 2.6 The Moderating Effects of Levels of Identity

Narcissistic individuals are generally regarded as inconsiderate and self-centered (Miller et al., 2017). This implies their salience on the individual identity level by default. However, it is possible that collective identity can become salient in narcissists' self-concept. To exemplify, collective identity could become salient in a situation where the desire for admiration from others can only be met if they reciprocate favorably. In view of this, this section will explore the moderating roles of levels of identity for both grandiose and vulnerable narcissism. We expect that the activation of individual and collective identity levels can affect the relationships of grandiose and vulnerable narcissism and leadership outcomes.

**Individual Level of Identity.** Overall, it should be expected that when a narcissistic leader's individual identity is salient, the primary motivation for their behaviors will stem from their personal goals of achievement and to showcase their superiority and uniqueness (Cross et al., 2011). A leadership position provides a person with a salient individual identity the platform to obtain power and status that distinguish themselves from others (Lord & Brown, 2004). These self-oriented and self-serving motives therefore can exacerbate abusive supervision (Johnson et al., 2012).

It can be theorized that salient individual identity will have a moderation effect on the relationship between vulnerable narcissism and abusive supervision. This is because of the inability of vulnerably narcissistic individuals to offset negative emotions, such as shame and self-consciousness, due to their weak and fragile self-regulation mechanisms (Freis et al., 2015). When vulnerably narcissistic individuals have a salient individual identity, it will increase the focus on the self and they will feel more entitled as their desires become more to the forefront. However, their high expectations for external affirmation and validation may not always be met (Kohut, 1977). Although the resulting negative emotions are largely self-

induced, unable to regulate them efficiently, vulnerably narcissistic individuals become inclined to lash out in a bid to retaliate and attribute their negative emotions to others' "wrongdoings", i.e., displaced aggression (Tepper, 2000). Put differently, vulnerably narcissistic leaders may channel their frustrations on their followers to the extent that their personal self (individual identity) is salient. Therefore:

H5: Leader vulnerable narcissism's relationship with abusive supervision will be moderated by individual identity, such that the positive relationship between vulnerable narcissism and abusive supervision will be stronger for high compared to low levels of individual identity.

In a similar vein, salient individual identity will aggravate the existing relationships between grandiose and vulnerable narcissism and workplace deviance. Vulnerable narcissists are more likely to have no qualm about taking their rage out on others as they prioritize the satisfaction of their own needs more so than ever. Similarly, grandiose narcissists' strengthened focus on the self will exacerbate the existing dominance and inconsideration for others for their own sake.

H6a: Leader vulnerable narcissism's relationship with workplace deviance will be moderated by individual identity, such that the relationship between vulnerable narcissism and workplace deviance will be stronger for high compared to low levels of individual identity.

H6b: Leader grandiose narcissism's relationship with workplace deviance will be moderated by individual identity, such that the relationship between grandiose narcissism and workplace deviance will be stronger for high compared to low levels of individual identity.

Finally, the hypotheses for individual identity's moderation effects on workplace incivility are also similar to the above. Since behaviors associated to workplace incivility lack

conscious intention (Cortina et al., 2001; Pearson et al., 2000), salient individual identity will exacerbate the existing effects as leaders intensify their focus of the self. This will in turn increase the intentionality of actions. Therefore:

H7a: Leader vulnerable narcissism's relationship with workplace incivility will be moderated by individual identity, such that the relationship between vulnerable narcissism and workplace incivility will be stronger for high compared to low levels of individual identity.

H7b: Leader grandiose narcissism's relationship with workplace incivility will be moderated by individual identity, such that the relationship between grandiose narcissism and incivility will be stronger for high compared to low levels of individual identity.

**Collective Level of Identity.** It is expected that the interactive effect of leader narcissism and salient collective identity will only be observed in the grandiose but not the vulnerable subtype. This is because salient collective identity implies being comfortable in interpersonal circumstances within that group context, something vulnerable narcissists are not capable of (Dickinson & Pincus, 2003).

Nevecka et al. (2011) found that when a team is rewarded for the collective outcome rather than individual performance, narcissistic leaders' underlying power motive would propel them to engender better relationships with the team. As a result, they broaden their sense of self to include the team by perceiving the team as an extension of themselves. Under such circumstances, a highly narcissistic leader is incentivized to lead the team towards a collective success albeit for the sake of their own self-enhancement. That is, salient collective identity may reinforce the existing positive leadership outcomes and diminish negative leadership tendencies. It should be emphasized that the seemingly favorable shifts in leadership outcomes with salient collective identity are not because of genuine altruism; it is

nevertheless self-serving as narcissistic individuals view the group's identity as one that is derived from them (Fuller et al., 2018).

It is expected that for grandiose-narcissistic leaders, salient collective identity, i.e., the integration of a collective with one's self-definition, will alleviate its link with workplace deviance and incivility, and strengthen transformational leadership as an outcome.

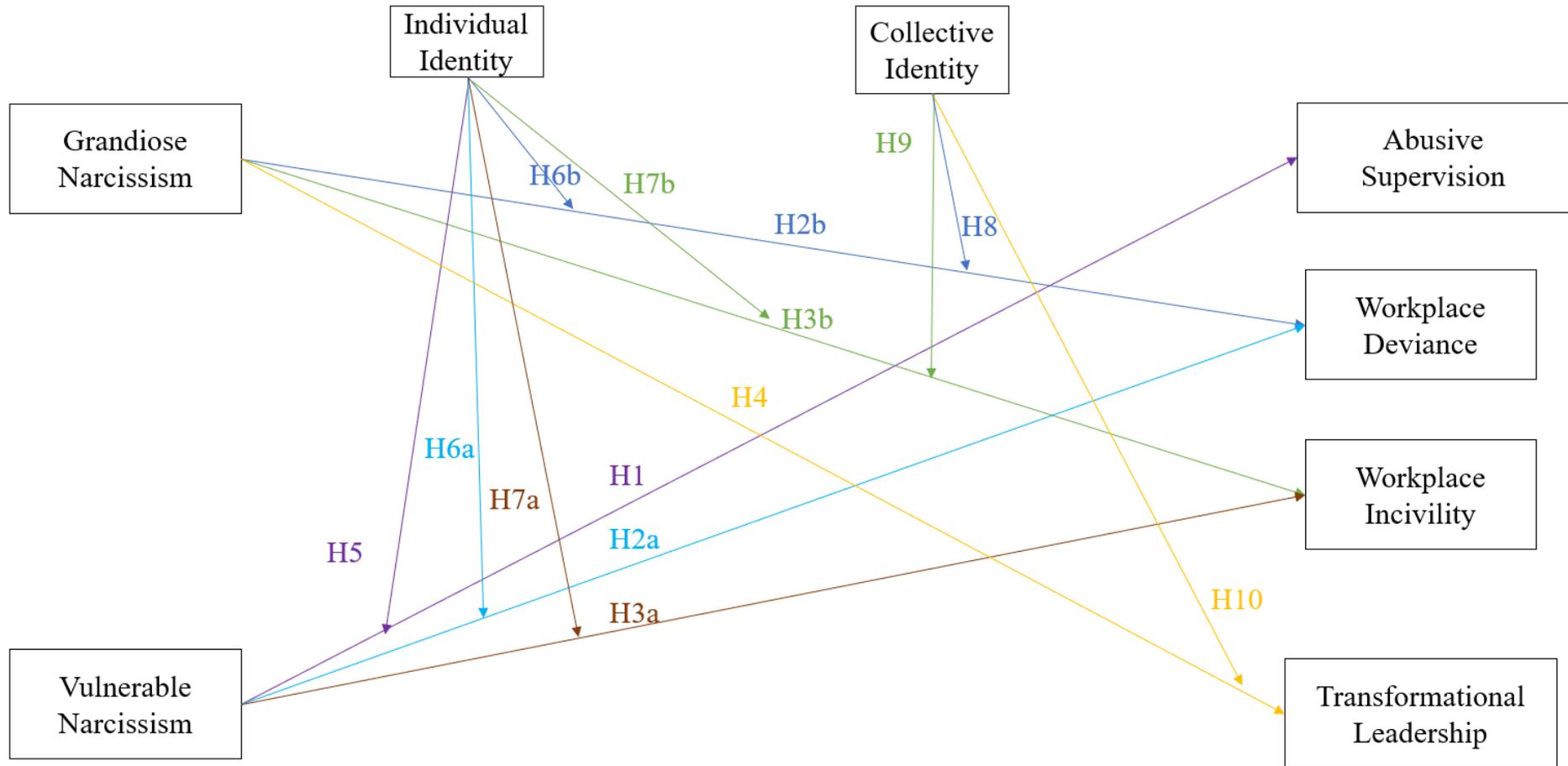
H8: Leader grandiose narcissism's relationship with workplace deviance will be moderated by collective identity, such that the relationship between grandiose narcissism and workplace deviance will be weaker for high compared to low levels of collective identity.

H9: Leader grandiose narcissism's relationship with workplace incivility will be moderated by collective identity, such that the relationship between grandiose narcissism and workplace incivility will be weaker for high compared to low levels of collective identity.

H10: Leader grandiose narcissism's relationship with transformational leadership will be positively moderated by a leader's collective identity, such that the relationship between grandiose narcissism and transformational leadership will be stronger for high compared to low levels of collective identity.

Figure 1 illustrates the overall research model for Chapter 2.

Figure 1 Chapter 2 Research Model



## 2.7 Study 1

### 2.7.1 Introduction

Study 1 was conducted in December 2019. It was an experimental vignette that manipulated the moderators (levels of identity). The main purpose of Study 1 was to test the effectiveness of the manipulation and the overall experimental setup. I also included some analyses for exploratory purposes.

### 2.7.2 Methods

**Participants and Design.** The present study is an experimental vignette that was designed to manipulate the moderators. The participants were randomly assigned to three conditions: individual level ( $N = 22$ ); collective level ( $N = 25$ ); control ( $N = 26$ ).

I recruited 101 participants through Prolific at Time 1. Prolific was launched in 2014 and is a relatively newer platform compared to Amazon's Mechanical Turk (MTurk). It was built by a group of PhD students from the Universities of Oxford and Sheffield, primarily marketed towards researchers and start-ups. The reason for choosing Prolific over MTurk is largely due to its higher-level naivety (Peer et al., 2017). Furthermore, Prolific participants were found to not only participate in the studies less frequently than those on MTurk, but also had lower tendency to engage dishonestly (Peer et al., 2017). Choosing online data sampling over traditional data collection methods guarantees its efficiency while not compromising its validity (Gosling et al., 2004). Several studies which compared cross-method sampling of data have found the consistency in their findings (Casler et al., 2013; Srivastava et al., 2003).

The pre-screening criteria for the study recruited participants who a) were in full-time employment, b) spoke English as their first language, and c) held some form of supervisory responsibilities, i.e., had the authority to give instructions to subordinates. This study was

conducted at two measurement time points with a time lag of three days. Of all the participants, complete data was received across both Time 1 and Time 2 from 98 participants (a 97% response rate). After excluding the participants who failed attention checks and those assigned to a condition irrelevant to the hypotheses, 73 remained.<sup>2</sup> Participants were compensated with £2.50 in total. The research was done in line with University's code of ethics.

**Procedure and Materials.** Time 1 assessed the trait levels of grandiose and vulnerable narcissism, as well as participants' levels of identity. Time 2 took place in the form of an experimental vignette. There were three conditions in total. In two of the conditions, manipulations were in place to activate individual, and collective levels of identity respectively. The one remaining condition was a control. Participants in all the conditions read a scenario in which they were asked to imagine themselves as a newly promoted Team Manager in a fictional consulting firm, Think Box. It was introduced that the firm had not met its expected growth due to the lack of team cohesiveness. The imminent task here as a Team Manager was to lead a team project to help an important client to develop a product launching strategy. The purpose of the background story was to evoke a sense of emergency therefore making the scenario more immersive. Following the introduction, a series of dialogues depicted what happened during a team meeting where disagreement arose as the team members did not agree with the Team Manager's proposed direction of the project (see Appendix A).

The aim of the experimental vignette was to manipulate identity salience. Brewer and Gardner's (1996) study highlighted that there are different and distinct aspects of self-definition within the global self. They explained changes in the identities in relation to social factors: Social comparison and motivation. Their experiments showed that the activation of

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<sup>2</sup> Study 1 originally also included a condition to active participants' relational level of identity for exploratory purposes; however, I am excluding that in the analyses as relational identity is not relevant to the hypotheses and my research model.

collective identity can be achieved with pronouns such as “we” as opposed to “they”. In view of this, the experimental conditions in the present study were designed by priming different levels of identities with different pronouns (Brewer & Gardner, 1996): Pronouns such as “I” and “me” were emphasized in the condition that activated the individual identity; “we” and “our” were used to activate the collective identity. All fictional characters’ names are gender neutral to prevent gender bias (Martin, 2004). As for the control condition, the text was designed to be as neutral as possible without any emphasis on the pronouns.

### 2.7.3 Measures

**Grandiose Narcissism.** Grandiose narcissism was measured with a short 16-item version of Narcissistic Personality Inventory (NPI; Ames et al., 2006). Each item consists of a pair of statements, of which one had been chosen by each participant that is more descriptive of their feelings. The statements are given the scoring of either 1 or 0, denoting narcissistic and non-narcissistic traits respectively ( $M = 0.19$ ;  $SD = 0.16$ ;  $\alpha = .70$ ). For instance, “People sometimes believe what I tell them” versus “I can make anybody believe anything I want them to.

**Vulnerable Narcissism.** The vulnerable subtype of narcissism was measured with Hendin and Cheek’s (1997) 10-item Hypersensitive Narcissism Scale (HSNS;  $M = 2.78$ ,  $SD = 0.67$ ). Participants rated their responses on the extent to which they considered each statement to be characteristic on the scale of 1 to 5 (1 = *very uncharacteristic*, 5 = *very characteristic*;  $\alpha = .76$ ). An example item is “I often interpret the remarks of others in a personal way”.

**Levels of Identity.** To measure participants’ baseline identity levels at Time 1, I used the main subscales of each level of identity were measured from the revised version of Levels of Self-Concept Scale (Lord et al., 2019), the scale measured leaders’ individual ( $M = 4.19$ ,

$SD = 0.63$   $\alpha = .72$ ), and collective ( $M = 3.40$ ,  $SD = 0.92$ ;  $\alpha = .88$ ) levels of identity respectively. An example item for each level of identities is: “I do best when I have more say in how I work”, “People close to me shape who I am”, and “I respond intensely to what people say about groups to which I belong”. At Time 2, the scale was modified and used to perform manipulation checks of the priming effect of levels of identity: individual ( $M = 4.23$ ,  $SD = 0.54$ ;  $\alpha = .63$ ); collective ( $M = 3.81$ ,  $SD = 0.78$ ;  $\alpha = .81$ ).

**Workplace Incivility.** Three items from Workplace Incivility Scale developed by Cortina et al. (2001) were selected. The items were adapted to be self-rated and in line with the scenario on a 7-point Likert scale (1 = *extremely unlikely*, 7 = *extremely likely*;  $M = 2.36$ ,  $SD = 0.15$ ;  $\alpha = .73$ ). An example item is “I will put my team down”.

**Workplace Deviance.** Three items were chosen from (Bennett & Robinson, 2000) workplace deviance scale to be rated on a 7-point Likert scale ( $M = 1.55$ ,  $SD = 0.67$ ;  $\alpha = .63$ ). The items were adapted in accordance with the vignette scenario, e.g. “I will leave my work for someone else to finish”.

**Abusive Supervision.** Abusive Supervision Scale was originally developed to assess a leader’s abusive behaviors from a follower’s point of view (Tepper, 2000). However, for the purpose of the study, three items were selected and were adapted to assess leaders’ self-reported ratings on a 7-point Likert scale ( $M = 2.08$ ,  $SD = 0.13$ ;  $\alpha = .71$ ). An example item is “I won’t give my team any credit for their work”.

### 2.6.3 Analytic Strategy

The primary aim of Study 1 was to test the effectiveness of the manipulation. Therefore, I proceeded with data analyses with a manipulation check to determine whether the vignette experiment had achieved the priming effect as intended. Next, exploratory testing in accordance with the research model was conducted using SPSS. Finally, I will

summarize the finding, discuss the limitations and set out what can be improved for the next study.

#### **2.7.4 Results**

*Descriptive Statistics and Correlations.* Table 1 presents the Pearson's correlation statistics for grandiose and vulnerable narcissism, as well as levels of identity from Time 1 and the outcome variables from Time 2.

**Table 1 Study 1 Means, Standard Deviation and Correlations**

Variable	<i>M</i>	<i>SD</i>	1	2	3	4	5	6
1. Grandiose narcissism	0.19	0.16						
2. Vulnerable narcissism	2.78	0.68	.15					
3. Individual identity (MC)	4.19	0.63	-.01	-.15				
4. Collective identity (MC)	3.40	0.88	-.16	-.18	.04			
5. Abusive supervision	2.01	1.07	.10	.27**	-.13	.01		
6. Workplace deviance	1.53	0.68	.04	.31**	-.31**	-.07	.59**	
7. Workplace incivility	2.31	1.01	.10	.43**	-.07	-.12	.66**	.57**

*Note.*  $N = 73$ . \*\* Correlation is significant at the 0.01 level (2-tailed); MC = manipulation check

**Manipulation Check.** To perform manipulation checks on the individual and collective identity activation, first the means and standard deviations were compared (see Table 2). A MANOVA revealed no statistically significant difference in the scores of the manipulation check across the conditions for both the individual identity level activation ( $F = 5.32, p = .46, \eta^2 = .02$ ) and the collective identity level activation ( $F = 4.75, p = .58, \eta^2 = .01$ ). Thus, the manipulation of the levels of identity was not successful. Therefore, the data obtained was not appropriate to perform ANOVA as further follow-up test and be used to analyze originally proposed interaction effects between grandiose/vulnerable narcissism and currently salient levels of identity.

**Table 2 Study 1 Descriptive Statistics of the Experimental Conditions**

LSCS manipulation check items	Conditions	<i>N</i>	Mean	Std. Deviation
Individual level mean	Individual	22	4.16	0.63
	Collective	25	4.29	0.42
	Control	26	4.15	0.52
Collective level mean	Individual	22	3.79	0.91
	Collective	25	4.03	0.46
	Control	26	3.86	0.60

*Note.*  $N = 73$ .

**Exploratory Testing.** Since the manipulation was unsuccessful, I proceeded to test the model with data on grandiose, vulnerable narcissism and the baseline levels of identity obtained from Time 1, as well as the leadership outcome variables from Time 2. It should be noted that given the small sample size, the following analysis for the present study is likely underpowered.

To reiterate, H1 predicted that vulnerable narcissism will be related to abusive supervision. Using linear regressions (see Appendix B), a significant positive result was obtained for H1 ( $b = 0.41, SE = 0.16, p = .012$ ). Similarly, vulnerable narcissism was also

predicted to be positively related to workplace deviance (H2a) and workplace incivility (H3a). The findings were consistent with the hypotheses: Vulnerable narcissism was positively linked to both workplace deviance ( $b = 0.32$ ,  $SE = 0.10$ ,  $p = .002$ ) and workplace incivility ( $b = 0.22$ ,  $SE = 0.59$ ,  $p < .001$ ).

Grandiose narcissism was hypothesized to link positively with workplace deviance (H2b) and workplace incivility (H3b). However, the findings did not lend support to both H2b ( $b = -0.07$ ,  $SE = 0.41$ ,  $p = .909$ ) and H3b ( $b = 0.22$ ,  $SE = 0.59$ ,  $p = .714$ ).

Next, moderation effects of levels of identity were tested with Preacher and Hayes's (2008) PROCESS (see Appendix C).

For the interactions between vulnerable narcissism and individual identity, H5 predicted that the relationship between vulnerable narcissism and abusive supervision will be moderated by individual identity, such that the relationship will be stronger with salient individual level of identity. However, I did not find support for H5 ( $b = -0.37$ ,  $SE = 0.30$ ,  $p = .214$ ). Relatedly for vulnerable narcissism, its relationships with workplace deviance (H6a) and incivility (H7a) were also hypothesized to be moderated by individual identity, such that these relationships will be stronger with high levels of individual identity. Nevertheless, I did not find support for both H6a ( $b = 0.86$ ,  $SE = 0.43$ ,  $p = .051$ ) and H7a ( $b = -0.04$ ,  $p = .869$ ).

With regards to the interactions between grandiose narcissism and individual identity, H6b predicted that the relationship between grandiose narcissism and workplace deviance will be moderated by individual identity, such that higher levels of individual identity will strengthen such a relationship. This was not supported ( $b = -0.34$ ,  $SE = 0.18$ ,  $p = .058$ ). Similarly, the results also did not support H7b that individual identity will moderate the relationship between grandiose narcissism and workplace incivility ( $b = 0.70$ ;  $SE = 0.68$ ,  $p = .311$ ).

Finally, I tested the hypotheses in relation to collective identity (see Appendix D). Hypothesis 8 involves the collective identity moderation of the grandiose narcissism-workplace deviance relationship ( $b = -0.37$ ,  $SE = 0.52$ ,  $p = .475$ ). Hypothesis 9 involves the collective identity moderation of the grandiose narcissism-workplace incivility relationship ( $b = -0.39$ ,  $SE = 0.78$ ,  $p = .618$ ). Both hypotheses here were unsupported.

## 2.8 Study 1 Discussion

To summarize, the most important takeaway from Study 1 is that the manipulation in the experiment was unsuccessful. The exploratory analyses also suggest that while the relationships between vulnerable narcissism and abusive supervision, workplace deviance, workplace incivility were significant as hypothesized, no support was found for the rest of the hypotheses. Nevertheless, the analyses should be interpreted with caution due to the small sample size (see Table 2 for a summary of what hypotheses were tested and whether they were supported in Study 1).

One significant limitation of the pilot study was that the full scale to measure levels of identity was not measured for its completeness. This may have influenced the reliability and accuracy in the identity levels captured. The outcome variables were also not included in Time 1 to allow for further exploration to establish whether the identity levels were in fact increased post-manipulation. These will be addressed in the next study by i) using the full measures for levels of identity, and ii) including all the outcome variables in Time 1 as baseline measures.

This pilot study also demonstrated that the method for manipulation may not have been as immersive as intended. An alternative manipulation strategy will be adopted for the next study. Study 2 will improve the manipulation design using a written task inspired by experiential priming technique (Wisse & Rus, 2012). The written task will force participants to engage actively with their personal individualistic or collective experiences before reading

the scenarios. The aim is to prime the individual and collective identity salience before the vignette to strengthen the effect of the manipulation.

In conclusion, despite most of the hypotheses were not supported in the present study, it was notable that the significant effects between vulnerable narcissism and abusive supervision, workplace incivility and deviance offer support for our theoretical distinction between grandiose and vulnerable narcissism. The present study was insightful as it helped to identify the problem with our manipulation technique.

**Table 3 Study 1 Hypotheses-Testing Summary**

	Tested?	Supported?
H1: Leader vulnerable narcissism will be positively related to abusive supervision.	Yes	Yes
H2a: Leader vulnerable narcissism will be positively related to workplace deviance.	Yes	Yes
H2b: Leader grandiose narcissism will be positively related to workplace deviance.	Yes	No
H3a: Leader vulnerable narcissism will be positively related to workplace incivility.	Yes	Yes
H3b: Leader grandiose narcissism will be positively related to workplace incivility.	Yes	No
H4: Leader grandiose narcissism will be positively related to transformational leadership.	No	N/A
H5: Leader vulnerable narcissism's relationship with abusive supervision will be moderated by individual identity, such that the positive relationship between vulnerable narcissism and abusive supervision will be stronger for high compared to low levels of individual identity.	Yes	No
H6a: Leader vulnerable narcissism's relationship with workplace deviance will be moderated by individual identity, such that the relationship between vulnerable narcissism and workplace deviance will be stronger for high compared to low levels of individual identity.	Yes	No
H6b: Leader grandiose narcissism's relationship with workplace deviance will be moderated by individual identity, such that the relationship between grandiose narcissism and workplace deviance will be stronger for high compared to low levels of individual identity.	Yes	No
H7a: Leader vulnerable narcissism's relationship with workplace incivility will be moderated by individual identity, such that the relationship between vulnerable narcissism and workplace incivility will be stronger for high compared to low levels of individual identity.	Yes	No
H7b: Leader grandiose narcissism's relationship with workplace incivility will be moderated by individual identity, such that the relationship between grandiose narcissism and incivility will be stronger for high compared to low levels of individual identity.	Yes	No
H8: Leader grandiose narcissism's relationship with workplace deviance will be moderated by collective identity, such that the relationship between grandiose narcissism and workplace deviance will be weaker for high compared to low levels of collective identity.	Yes	No

H9: Leader grandiose narcissism's relationship with workplace incivility will be moderated by collective identity, such that the relationship between grandiose narcissism and workplace incivility will be weaker for high compared to low levels of collective identity.

Yes

No

H10: Leader grandiose narcissism's relationship with transformational leadership will be positively moderated by a leader's collective identity, such that the relationship between grandiose narcissism and transformational leadership will be stronger for high compared to low levels of collective identity.

No

N/A

## 2.9 Study 2

With what I learnt from Study 1 in mind, Study 2 was conducted with an improved manipulation technique to enhance participants' immersion in experimental vignette intended to activate individual and collective levels of identity. Study 2 was executed in June 2020 with the aim to test the hypotheses with a modified experimental setup.

### 2.9.1 Methods

**Participants and Design.** Similar to Study 1, Study 2 took place as an experimental vignette to manipulate participants' individual and collective identities. There were three experimental conditions: individual identity ( $N = 52$ ), collective identity ( $N = 51$ ), and control ( $N = 54$ ). I recruited 187 participants through Prolific, a crowdsourcing platform that recruits participants for researchers and start-ups. Like Study 1, it was a two-wave study. At Time 1, I collected participants' demographic information and baseline measures; at Time 2, participants were invited back for the experimental vignette survey in which their levels of identity were manipulated with a written task.

The pre-screening criteria were as follows, participants must: a) currently reside in the UK; b) speak English as their first language; c) not have participated in Study 1; d) hold a leadership position or have supervisory duties at work; e) be either working full-time or on a part-time basis. The data collection was conducted when the UK was in the lockdown phase. The initial data cleansing took place following Time 1 data collection, from which I retained 177 of 184 participants after filtering out those who failed attention check questions. Time 2 survey was published five days later to participants retained from Time 1. The survey was completed by 157 out of 177 participants, an 89% completion rate. During the final phase of data cleansing, data was retained based on three criteria: 1) the completion of the written task; 2) reasonable written task quality if the page submission time for which was two standard

deviations above the mean; 3) passing attention checks. The initial scrutiny of the data concluded that all 157 data points had met criteria one and three. With regards to the second criterion, the mean time taken for the written task was 262.86 seconds (4.38 minutes) and the amount of time taken two standard deviations above such was 430.91 seconds (7.18 minutes). It was found that 17 responses were above 7.18 minutes. Further scrutiny of these task entries, however, has ruled out that these participants were not putting any effort as they were all carefully written. As a result, the final sample for the study was 157 (102 females, 55 males). A total of £2.95 was awarded to participants who had completed both surveys across two time points.

**Procedures and Materials.** At Time 1, full scales measuring grandiose and vulnerable narcissism, levels of identity, and outcome variables were assessed along with demographics. Participants were invited back for Time 2 survey after five days and were randomly assigned to three conditions: individual identity ( $N = 52$ ), collective identity ( $N = 51$ ), and control ( $N = 54$ ). To modify and improve the manipulation of levels of identity, I redesigned the experiment with a written task, borrowing the experiential priming procedure similar to that of Wisse and Rus's (2012; see full material in Appendix E). A two-minute minimum time spent on the page also implemented to optimize the immersion before participants could move on to the next page. This was important in forcing participants to engage with the intended priming effect as a vignette scenario reading task was followed right after. In the conditions that manipulated the salience of individual and collective identities, individuals were asked to describe and reflect on their experiences with independent or group tasks respectively. In the control condition, participants were asked to describe the location they were present when they did the survey. Following the written task, participants were asked to answer four manipulation check questions constructed based on the individual and the collective conditions. The manipulation check items were developed

based on Wisse and Rus's (2012) study by testing if participants could recall correctly about the subject written during the task. The questions were: 1) "I feel focused on tasks I've performed on my own"; 2) "I feel focused on tasks I've performed with others in a group"; 3) "I am aware of the reasons why I like working by myself"; 4) "I am aware of the reasons why I like working in groups". Items 1 and 3 measured individual identity level, whereas items 2 and 4 measured collective identity level.

Next, a vignette scenario adapted from the pilot study was presented to all participants. In this scenario, participants were instructed to imagine that they worked in a small consulting firm where they led a team of colleagues for an important project. The team manager (the participants) and the team had a disagreement, and the former made a compromise. However, the final decision based on the team's plan did not play out well. The crucial part of the scenario is the extract of the client's email that was directed at the team manager, expressing their disappointment and disapproval. The client's expression of such negative judgement was important to serve as a trigger to induce participants' hypothetical behavioral responses. The nuance of the compromise the manager made to follow the team's suggestion was set up in the backdrop of the fact that narcissistic individuals' inclination to blame others when things go wrong (Campbell et al., 2004). Participants were then asked to fill out some scales comprising of dependent variables (abusive supervision, workplace incivility, workplace deviance, and transformational leadership).

### ***2.9.2 Measures***

**Grandiose Narcissism.** I used the same (Ames et al., 2006) 16-item NPI that was used in Study 1 to measure grandiose narcissism in the current study at Time 1. Each item was binary and was scored 1 for narcissistic and 0 for non-narcissistic traits ( $\alpha = .62$ ).

**Vulnerable Narcissism.** Consistent with the pilot study, Hendin and Cheek's (1997) 10-item HSNS was used here and was measured with a 5-point Likert scale at Time 1 (1 = *very uncharacteristic or untrue, strongly agree*, 5 = *very characteristic or true, strongly agree*;  $\alpha = .75$ ).

**Levels of Identity.** The full revised version of Levels of Self-Concept Scale (Lord et al., 2019) was used to measure all two levels of identity at Time 1 with a 5-point Likert scale (1 = *very undescriptive*, 5 = *very descriptive*): Individual ( $\alpha = .81$ ), collective ( $\alpha = .80$ ).

**Abusive Supervision.** Tepper's (2000) 15-item Abusive Supervision Scale that was designed originally to measure leaders' related behaviors by their subordinates. I adapted the scale to be fit for the purpose of self-reporting at Time 1. Participants were instructed to indicate how frequently they exhibited relevant behaviors at their workplace with a 5-point Likert scale (1 = *never*, 5 = *always*;  $\alpha = .91$ ). For instance, an original item "(My boss...) ridicules me" was adapted to "Ridicule your subordinates". At Time 2, four items relevant to the scenario from the Abusive Supervision Scale were chosen and adapted appropriately. Participants rated the likelihood of them committing such behaviors in the hypothetical scenario on a 5-point Likert scale (1 = *extremely unlikely*, 5 = *extremely likely*;  $\alpha = .73$ ). An example item is "I would blame the team to save myself from embarrassment".

**Workplace Deviance.** The interpersonal deviance sub-scale of Bennett and Robinson's (2000) Workplace Deviance Scale was used at Time 1 to measure individuals' general frequency of such behavioral exhibition at the workplace ( $\alpha = .88$ ). The sub-scale contained 9 items and were rated on a 7-point Likert scale (1 = *never*, 7 = *daily*). An example item is "Lost your temper while at work". At Time 2, to be consistent to the scenario, four items were chosen and adapted ( $\alpha = .86$ ). These were measured on a 5-point Likert scale (1 = *extremely unlikely*, 5 = *extremely likely*). For instance, the original item "cursed at someone at work" was adapted to "I would curse at the team".

**Workplace Incivility.** Cortina et al.'s (2001) other-rated Workplace Incivility Scale was adapted to be fit for self-rating at Time 1. To exemplify, an original item “(during the past five years while employed by..., have you been in a situation where any of your supervisor or co-workers) doubted your judgement on a matter over which you have responsibility” was adapted to “(as a supervisor/manager at your workplace, have you ever doubted your subordinates’ judgement”. In total, there were 7 items which were rated on a 4-point Likert scale (0 = *never*, 3 = *most of the time*;  $\alpha = .91$ ). For the purpose of analyses, the scale was recoded to one to four. At Time 2, four items relevant to the scenario were chosen and adapted. An example item is “I would put the team down”. The items were measured on a 5-point Likert scale (1 = *extremely unlikely*, 5 = *extremely likely*;  $\alpha = .81$ ).

**Transformational Leadership.** I used Johnson et al.'s (2012) adapted version of transformation leadership scale consisting of 6 items. An example item is “I express confidence that goals will be achieved”. All items used in Time 1 were original and were measured on a 5-point Likert scale. (1 = *strongly disagree*, 5 = *strongly agree*;  $\alpha = .83$ ). At Time 2, all 6 items were used but were adapted to suit the scenario. For instance, “I would express confidence that goals for both the team and the client would be achieved”. Consistent with all the Time 2 outcome variables, the items were measured on a 5-point Likert scale (1 = *extremely unlikely*, 5 = *extremely likely*;  $\alpha = .84$ ).

**Covid-19 Impact.** In view of the lockdown during the pandemic, I added three items that measured individuals’ self-perception of the extent to which their company, their team/direct reports, and themselves as managers were affected respectively at Time 1 (1 = *not at all*, 7 = *a great deal*;  $\alpha = .81$ ).

### 2.9.3 Analytic Strategy

I first used the lavaan package with Rstudio for confirmatory factor analyses to check the discriminant validity of the variables (Rosseel, 2012). Main analyses were conducted with SPSS. Firstly, the Time 2 experimental manipulation was checked to ensure that it had the intended effect before we moved on to test the hypotheses. The following sections will detail the findings and discuss the limitations of the present study.

### 2.9.4 Study 2 Results

**Confirmatory Factor Analysis.** To determine the model fit, I focused on four fit indices:  $\chi^2$ , CFI, RMSEA, and SRMR (Kline, 2005). Thresholds for a good model fit are CFI > .90, RMSEA < .08, and SRMR < .08 (Browne & Cudeck, 1993).

I compared the discriminant validity of grandiose and vulnerable narcissism with two models (see Appendix F for a table with factor loadings): A two-factor model with grandiose and vulnerable narcissism loaded on two factors (Model 1), and a one-factor model with grandiose and vulnerable narcissism loaded on a single factor (Model 2). Fit indices revealed that Model 2 had a better fit ( $\chi^2$  (298) = 563.98, CFI = .82, RMSEA = .08, SRMR = .10) than Model 1 ( $\chi^2$  (299) = 750.41, CFI = .36, RMSEA = .10, SRMR = .12). I also compared the theoretically assumed four-factor model for the outcome variables abusive supervision, workplace deviance, workplace incivility and transformational leadership in Time 2 (Model 3) against a one-factor model where all factors were loaded on a single factor (Model 4). Model 3 showed a more superior fit ( $\chi^2$  (129) = 249.10, CFI = .91, RMSEA = .08, SRMR = .18) to Model 4 ( $\chi^2$  (135) = 518.43, CFI = .71, RMSEA = .14, SRMR = .12). Overall, the results indicate an acceptable structural validity for the constructs (Browne & Cudeck, 1993).

**Descriptive Statistics and Correlations.** Table 44 presents the Pearson's correlation statistics for grandiose and vulnerable narcissism, individual and collective levels of identity,

Covid-19 impact as well as outcome variables measured at Time 1. Grandiose narcissism has a small positive correlation with baseline workplace incivility. It is also significantly and positively correlated with individual identity. In terms of vulnerable narcissism, it is significantly and positively correlated with baseline workplace deviance, as well as workplace incivility. Vulnerable narcissism is also positively correlated with individual identity, abusive supervision, and workplace incivility.

**Table 4 Study 2 Means, Standard Deviations, and Correlations of Time 1 Variables**

Variable	M	SD	1	2	3	4	5	6	7	8
1 Grandiose narcissism	1.19	0.15								
2 Vulnerable narcissism	2.82	0.59	.02							
3 Individual identity (MC)	3.53	0.58	.37**	.31**						
4 Collective identity (MC)	3.88	0.53	.15	-.07	.26**					
5 Covid-19 impact	4.89	1.78	.03	-.07	.13	-.26**				
6 Abusive supervision	1.31	0.37	.14	.31**	.27**	-.06	-.05			
7 Workplace deviance	1.53	0.62	.15	.17*	.21**	-.04	.04	.71**		
8 Workplace incivility	1.31	0.35	.16*	.25**	.29**	-.07	-.05	.74**	.59**	
9 Transformational leadership	4.01	0.51	.13	-.12	.19*	.39**	.25**	-.12	-.11	-.06

Note.  $N = 157$ .

\*\*Correlation is significant at the 0.01 level (2-tailed) \* Correlation is significant at the 0.05 level (2-tailed)

**Manipulation Check.** To determine whether the written task in Time 2 had the intended priming effect, four manipulation check questions assessed the salience of individual and collective identity. Participants in the individual condition ( $N = 52$ ,  $M = 4.36$ ,  $SD = 0.75$ ) rated individual identity scale higher than those in the collective ( $N = 51$ ,  $M = 2.40$ ,  $SD = 1.23$ ), and the control ( $N = 54$ ,  $M = 3.47$ ,  $SD = 1.30$ ) conditions. The collective identity scale was rated higher by participants in the collective condition ( $M = 4.60$ ,  $SD = 0.56$ ) than those in the individual ( $M = 2.06$ ,  $SD = 1.30$ ) and the control ( $M = 2.33$ ,  $SD = 1.26$ ).

An analysis of variance on the individual identity scale yielded a significant variation across three conditions at  $p < .01$  level [ $F(2, 154) = 38.19$ ,  $p < .001$ ,  $\eta^2 = .18$ ]. This was followed by post-hoc comparisons using Tukey HSD test. It indicated that the mean score for the individual condition was significantly higher than the collective ( $HSD\text{-test} = 1.92$ ,  $p < .001$ ) and the control conditions ( $HSD\text{-test} = .91$ ,  $p < .001$ ); the latter two conditions also differed significantly.

An analysis of variance was also carried out on the collective identity scale, and this indicated a significant variation among conditions at  $p < .01$  level [ $F(2, 154) = 91.18$ ,  $p < .001$ ,  $\eta^2 = .35$ ]. Post hoc comparison using Tukey HSD test showed that the mean scores differed significantly between individual and collective conditions. The mean score of the collective condition was significantly higher than that of the control condition ( $HSD\text{-test} = -2.54$ ,  $p < .001$ ). However, the control condition did not significantly differ from the individual condition ( $HSD\text{-test} = -0.31$ ,  $p = .291$ ).

In sum, the above analyses show that the manipulation was successful.

**Hypothesis Testing.** To test the hypotheses, I used Time 1 data for analyzing the main effects. For the moderation analyses, I used outcome variables measured at Time 2. Since there are three experimental conditions - namely individual identity, collective identity,

and the control condition – we require two dummy variables (Hardy, 1993). Let us call these dummy variables the individual identity dummy  $d1$  (scored 1 if in the individual identity condition, 0 if otherwise) and the collective identity dummy  $d2$  (scored 1 if in the collective identity condition, 0 if otherwise). Note that by construction this guarantees that if a participant is scored 0 in both the individual identity dummy and the collective identity dummy, they must be in the control group. Further, since it is impossible to be in both the individual identity condition and the collective identity condition, nobody can score 1 on both variables. The below table demonstrates how each of the experimental conditions is scored on the dummy variables. I will report the main effects between narcissism and the outcome variables before moving on to the moderation effects of levels of identity.

Vulnerable narcissism was predicted to relate positively to abusive supervision in H1. The analysis revealed that H1 was not supported ( $b = 0.14, p = .692$ ).

Next, both vulnerable (H2a) and grandiose (H2b) narcissism were predicted to associate positively with workplace deviance. However, vulnerable narcissism did not significantly predict workplace deviance ( $b = -0.01, p = .953$ ), nor did grandiose narcissism ( $b = 0.51, p = .139$ ).

Similarly, it was also expected that workplace incivility will be predicted by both vulnerable narcissism (H3a) and grandiose narcissism (H3b). Again, such relationship between workplace incivility was not supported for vulnerable narcissism ( $b = 0.04, p = .430$ ) as well as grandiose narcissism ( $b = 0.19, p = .302$ ).

Lastly, H4 stated that grandiose narcissism will predict transformational leadership positively. This was not supported ( $b = 0.25, p = .376$ ).

Turning now to moderation effects of individual identity, H5 elaborating that the positive relationship between vulnerable narcissism and abusive supervision will strengthen with higher levels of individual identity was not supported (H5;  $b = -0.02, p = .952$ ).

Higher levels of individual identity were also predicted to moderate the relationships between vulnerable narcissism and workplace deviance (H6a). The data did not lend support to such prediction ( $b = -0.09, p = .686$ ). Similarly, H6b stated that stronger positive relationship between grandiose narcissism and workplace deviance would be observed with higher levels of individual identity. Such hypothesized effect was also not found ( $b = -0.81, p = .472$ ).

The relationship between vulnerable narcissism and workplace incivility was also predicted to be heightened with stronger levels of individual identity (H7a), but this was not evidenced by the data ( $b = -0.17, p = .453$ ). Relatedly, H7b that expected higher individual identity to strengthen the relationship between grandiose narcissism and workplace incivility. The moderation effect of individual identity here was significant ( $b = -2.18, p = .045$ ). Nevertheless, the addition of the interaction between grandiose narcissism and individual identity to the model did not significantly change the regression results ( $F$  change = .13), hence a possibility of a false positive result (Kruschke, 2010). A significant interaction effect here in the absence of a main effect means that we cannot determine what is effectively driving workplace incivility. Grandiose narcissism and individual identity here are dependent on each other's value in a two-way interaction. This contradicts our hypothesis that salient individual identity will strengthen the relationship between grandiose narcissism and workplace incivility. However, it does show, as expected that the two variables (narcissism and individual identity) jointly determine workplace incivility. It is also imperative to mention that such interaction effect was only observed when participants were primed in the individual identity condition in Time 2, but not with Time 1 baselines. The implication here is that grandiose narcissism can only possibly predict workplace incivility if individuals are naturally inclined to have high and salient individual identity, and this is beyond the scope of what I was able to cover with the research model.

Next, I investigated the moderation effects of collective identity. H8 predicted that the relationship between grandiose narcissism and workplace deviance will be weakened by higher levels of collective identity. This was unsupported ( $b = 0.23, p = .835$ ).

Similar effect of collective identity was hypothesized for the relationship between grandiose narcissism and workplace incivility (H9). Again, the data failed to support the hypothesis ( $b = -0.73, p = .489$ ).<sup>3</sup>

Finally, the relationship between grandiose narcissism and transformational leadership was predicted to be stronger for higher levels of collective identity (H10), but this could not be confirmed ( $b = 0.26, p = .709$ ).

## **2.10 Study 2 Discussion**

Learning from Study 1, Study 2 improved the manipulation effect of the experimental vignette design. However, data collected for Study 2 did not lend support to the research model (see Table 5 for a summary of hypotheses tested and whether they were supported in Study 2). Further implications and discussions will be elaborated in the next section.

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<sup>3</sup> The hypotheses were also tested with the Narcissistic Admiration and Rivalry Questionnaire (Back et al., 2013) for exploratory purposes. I did not include the analyses here for the sake of research model's clarity and consistency (see Appendix H).

**Table 5 Study 2 Hypotheses Summary**

	Tested?	Supported?
H1: Leader vulnerable narcissism will be positively related to abusive supervision.	Yes	No
H2a: Leader vulnerable narcissism will be positively related to workplace deviance.	Yes	No
H2b: Leader grandiose narcissism will be positively related to workplace deviance.	Yes	No
H3a: Leader vulnerable narcissism will be positively related to workplace incivility.	Yes	No
H3b: Leader grandiose narcissism will be positively related to workplace incivility.	Yes	No
H4: Leader grandiose narcissism will be positively related to transformational leadership.	Yes	No
H5: Leader vulnerable narcissism's relationship with abusive supervision will be moderated by individual identity, such that the positive relationship between vulnerable narcissism and abusive supervision will be stronger for high compared to low levels of individual identity.	Yes	No
H6a: Leader vulnerable narcissism's relationship with workplace deviance will be moderated by individual identity, such that the relationship between vulnerable narcissism and workplace deviance will be stronger for high compared to low levels of individual identity.	Yes	No
H6b: Leader grandiose narcissism's relationship with workplace deviance will be moderated by individual identity, such that the relationship between grandiose narcissism and workplace deviance will be stronger for high compared to low levels of individual identity.	Yes	No
H7a: Leader vulnerable narcissism's relationship with workplace incivility will be moderated by individual identity, such that the relationship between vulnerable narcissism and workplace incivility will be stronger for high compared to low levels of individual identity.	Yes	No
H7b: Leader grandiose narcissism's relationship with workplace incivility will be moderated by individual identity, such that the relationship between grandiose narcissism and incivility will be stronger for high compared to low levels of individual identity.	Yes	Yes
H8: Leader grandiose narcissism's relationship with workplace deviance will be moderated by collective identity, such that the relationship between grandiose narcissism and workplace deviance will be weaker for high compared to low levels of collective identity.	Yes	No
H9: Leader grandiose narcissism's relationship with workplace incivility will be moderated by collective identity, such that the relationship between grandiose narcissism and workplace incivility will be weaker for high compared to low levels of collective identity.	Yes	No
H10: Leader grandiose narcissism's relationship with	Yes	No

transformational leadership will be positively moderated by a leader's collective identity, such that the relationship between grandiose narcissism and transformational leadership will be stronger for high compared to low levels of collective identity.

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## 2.11 Chapter Discussion

One contribution of the present chapter is that it made an effort to conceptually disentangle grandiose narcissism and vulnerable narcissism and to provide reasoning as to why narcissistic subtypes can have a different association to leadership outcomes. While the accuracy of Study 2 may have been compromised by the pandemic, Study 1 revealed differential outcomes for workplace deviance and workplace incivility for grandiose and vulnerable narcissism respectively: Vulnerable narcissism was significantly and positively related to both workplace deviance and workplace incivility, whereas such direct relationships were not found for grandiose narcissism. These initial results present opportunities for future studies which seek to distinguish the subtypes of leader narcissism. I encourage future research to continue exploring the differential effects of narcissistic subtypes. This acknowledges the established constructs of grandiose and vulnerable narcissism in the broader psychology discipline (Miller et al., 2011), and would contribute to a better understanding of the mixed findings for leader narcissism.

Despite the non-significant results, there are valuable learning points. One major improvement of Study 2 from Study 1 in relation to methodology was the manipulation of levels of identity. It was largely successful, apart from the individual and control conditions not differing significantly for the collective identity scale. A strong possibility for this was the work-from-home arrangements and the social distancing measures put in place during the Covid-19 pandemic. Conceivably, the baseline sense of collective identity was lower and individualism was higher due to isolation and loneliness experienced by the general population (Groarke et al., 2020). Although Study 2 missed out on the opportunity to understand participants' work arrangement in light of the pandemic, the negative correlation between Covid-19 impact questions and the collective identity scale ( $r = -.26, p < .001$ ) is

suggestive of the social isolation. In addition, the unusual circumstances individuals find themselves during the pandemic may also suggest a large variation of responses collected now versus the “normal times” (Bavel et al., 2020). Hence, the observations may not be representative of how individuals might otherwise behave in times of normality. One other possible limitation relating to the pandemic is the Coronavirus Job Retention Scheme in the UK. As of June 2020, that is, at the time of the Study 2 data collection, close to 8.7 million employees were furloughed according to the HM Revenue and Customs (HMRC, 2020). It is very likely that the sample contained participants who had been furloughed but had not yet changed their personal information on Prolific. Thus, the automatic pre-screening criterion set to only recruit current workers on a full- or part- time basis may not have been perfect. There are also psychological impacts such as emotional exhaustion associated to being put on furlough (Halbesleben & Wheeler, 2013). Consequently, this may have also contributed to the possible mismatch of responses collected during the pandemic as opposed to the normal times as mentioned. Future studies requiring working adults using online panels in the midst of the pandemic should take this into account. One recommendation is to pre-empt such pitfall by implementing additional questions at the beginning of the questionnaire to double-check participants’ eligibility.

Another limitation to address is that the narcissism scales used for the grandiose (NPI-16) and the vulnerable (HSNS) subtypes respectively were not developed specifically to differentiate the two. Although clinical evidence indicate that grandiose narcissism is always entangled with vulnerability (Pincus et al., 2014; Gore & Widiger, 2016), in subclinical samples, there is a lack of correlation between grandiose and vulnerable narcissism (Miller et al., 2011), highlighting the importance to investigate narcissism with tailored measures which are explicitly developed to differentiate the subtypes. NPI-16 was derived from NPI-40 (Raskin & Terry, 1988) by Ames et al. (2006) with the aim to facilitate research where a

shorter measure would be more practical, such as preventing respondents from losing their attention. Although NPI (Raskin & Terry, 1988) is most widely used to measure grandiose narcissism (Gentile et al., 2013), the theory behind the scale was based on the general conceptualization that narcissists are grandiose yet fragile in their sense of self, and that they are preoccupied with their personal success and admiration (Morf & Rhodewalt, 2001). Moreover, the E/E (exploitativeness/entitlement) factor of NPI has been noted to capture the unhealthy and the maladaptive aspects of narcissism (Cramer, 1995) that is excluded in the conceptualization of grandiose narcissism in the present research. Similar singular approach in developing a scale to measure covert narcissism in isolation of other narcissistic subtypes was seen in HSNS by Hendin and Cheek (1997). Future development in measures developed specifically to distinguish the grandiose and vulnerable subtypes of narcissism may offer more explicit results in how they differ and therefore affecting outcomes differently.

Last but not least, the nature of the study is also inherently limited by having participants to respond to a hypothetical scenario, which may not reflect their actual behaviors (Pager & Quillian, 2005). Furthermore, the vignette scenarios conflated the manipulation of leadership with identity, when the identity construct is independent of leadership in general (Brewer & Gardner, 1996). This, combined with the lack of social and workplace interaction during the pandemic may have been detrimental to the accuracy of the responses collected. For future studies, an alternative can be an experiment where participants perceive themselves to be directly involved in a task, rather than reading a text that may be hard for some to relate to. Such tasks will lead participants to believe that they are involved in a group task and are randomly selected as the leader. Their purpose as the leader will involve instructing group members to do the right things to achieve a successful outcome. An example of an experiment of this kind is Wisse and Rus's (2012) study in which the participants worked on a bogus desert survival task as the "leader" by delegating and

motivating followers with email communication in a laboratory-based computer-mediated setting. Such made-believe interactive task can also be achieved with an online panel by establishing a bogus connection with “others” (Rietzschel et al., 2017). Improving the experiment with a more realistic experience for participants will help to engage their interest, possibly achieving responses more reflective of their real-life behaviors. This would be a fruitful area to consider for future work.

### **3 Elucidating the Paradox of Leader Narcissism: The Interactive Effect Between Leader Narcissism and Motivational Climates on Trust and Abusive Supervision via Agency and Communion**

#### **3.1 Abstract**

Recalling the introduction of this thesis, the dark and bright sides of leader narcissism can be reflected in different narcissistic subtypes but can also appear in different contexts. Chapter 3 will focus on how grandiose leader narcissism can have different outcomes depending on contextual conditions. Specifically, the extent to which narcissistic leaders can be trusted by their followers and their tendencies to display abusive supervision via agentic or communal self-enhancement paths. We posit that the way in which leader narcissism manifests is related to how the leaders self-enhance in different situations. We focus on how the relationship between leader narcissism and follower outcomes may be fundamentally altered by the organizational context in which leaders and followers operate. Zooming in on performance climates (fostering competition) and mastery climates (fostering cooperation), we argue that the negative relationship between leader narcissism and follower trust is stronger as perceptions of performance climates increase, and weaker as perceptions of mastery climates increase. In Study 3, we conducted a multilevel and multisource survey of 546 work teams in the Netherlands. We found that the interactions between leader narcissism and the two climates respectively produced differential ratings of follower trust. These were consistent with how we expected leader narcissism to manifest according to the incentives presented by the respective climates, therefore influencing followers' perceptions of the leaders. To enhance our understanding of narcissistic leaders' psychological process, Study 4 examined whether narcissistic leaders' agentic and communal self-enhancement tendencies can be activated by motivational climates in the form of an experimental vignette. We

manipulated participants' perceptions of the organizational climates and measured participants' agency and communion levels as well as their inclination to supervise abusively. Agency and communion here are conceptualized as dimensions along which self-enhancement takes place. Based on the findings, we discuss leader narcissism in the context of self-enhancement. Implications of our study in relation to future research and management are also offered.

### **3.2 An Introduction of the Dark and Bright Sides of Leader Narcissism**

Narcissistic individuals have complex interpersonal relationships, and the issue of how they come across to others have puzzled many (Back et al., 2019). On one hand, narcissists' disagreeableness, manipulateness and insensitivity towards others create an unethical image (Blair et al., 2017) and damages interpersonal interactions (Brass et al., 1998). On the other hand, they present themselves well in terms of physical appearance (Vazire et al., 2008), confidence and charm (Back et al., 2010), which seem to increase their likeability and attractiveness (Leckelt et al., 2020). Given how interpersonal relationships are important in forging good leader-follower relationships (Butler, 1991; Mayer & Davis, 1999; Shamir & Lapidot, 2003), when it comes leadership outcomes in relation to follower trust and abusive supervision, we need to ascertain how and to what extent the dark and bright sides of leader narcissism are expressed. We posit that the nature of an organizational context where leaders and followers find themselves to be in may determine how leader narcissism is externalized, thus impacting the extent to which followers trust their leaders (Dirks & Ferrin, 2002; Hernandez et al., 2014; Martin, 1999).

#### ***3.2.1 Leader Narcissism and Follower Trust***

Follower trust in leaders has been defined as the willingness to accept vulnerability based on positive expectations of the leaders' behaviors (de Jong & Elfring, 2007, 2010). In

general, behaviors conducive for the perceived trustworthiness of the leaders seem to be rarer when leader narcissism is high (Burke, 2006; Foster et al., 2010). It has been argued that narcissism propels behaviors which help to sustain positive self-views of grandiosity and superiority over others (Cragun et al., 2020; Morf & Rhodewalt, 2001). For instance, narcissism may exacerbate an individual's competitive behaviors when interacting with others (Luchner et al., 2011). Such competitive behaviors can include belittling and exploiting others for personal benefit (Raskin & Terry, 1988). Consequently, leader narcissism tends to detriment leader-follower relationships (Hernandez et al., 2014; Luchner et al., 2011; Mumford et al., 2001). Therefore, leader narcissism is expected to relate negatively to follower trust.

However, leader narcissism may not always put followers' trust at risk. We argue that organizational contextual factors can help us understand and distinguish when leader narcissism manifests more or less negatively, in turn affecting follower trust. Specifically, we investigate the role of motivational organizational climates as they shape how people (inter)act within an organization (Ames, 1992; Nerstad et al., 2013; Nicholls, 1989). Motivational climates signal the behaviors which are rewarded or punished through an organization's policies, procedures, and practices (Nerstad et al., 2013). This means that behaviors which provide opportunities for self-enhancement (i.e., to fulfil one's core attributes of self-concept; Sedikides et al., 2003) would vary between organizational climates. Achievement goal theory distinguishes between performance and mastery climates (Ames, 1992; Nerstad et al., 2013). In performance climates, success is defined by individual achievement (Wisse et al., 2019); competition and social comparison guide behaviors, resulting in low levels of interpersonal trust (Tjosvold et al., 1983). We expect that narcissism renders leaders particularly sensitive to the demands of a performance climate. This is because the climate strengthens their motivation to self-enhance at the expense of others

(Wisse et al., 2019). Therefore, performance climates may strengthen the negative relationship between leader narcissism and follower trust. By contrast, success in mastery climates is awarded to those who collaborate and support others (Ames, 1992). Mastery climates create conducive environments for positive relationships and trust (Campbell et al., 2008; Tjosvold et al., 1983). In mastery climates, leaders are rewarded for building positive working relationships with others by displaying more collaborative and supportive attributes. Thus, a mastery climate may weaken the self-serving tendencies to excel at the expense of others that are associated with leader narcissism. Consequently, we expect that mastery climates have the potential to alleviate the negative relationship between leader narcissism and follower trust.

### ***3.2.2 Leader Narcissism and Abusive Supervision***

Abusive supervision refers to hostile behavioral exhibition both verbally and non-verbally (Tepper, 2000). Narcissists are hyper-focused on their self-interests: they have an inflated view of the self and they self-enhance to fulfil their perceived importance and grandiosity (Campbell & Foster, 2007). Such characteristics contribute towards their tendencies to exhibit abusive supervision in leadership positions given that they are “principally motivated by their own egomaniacal needs and beliefs, superseding the needs and interest of the constituents and institutions they lead” (Rosenthal & Pittinsky, 2006, p. 629). Consequently, narcissistic leaders’ prioritization of their own needs would mean the lack of considerations and care for their subordinates. This may be perceived by their subordinates as abusive and negative. For example, especially given narcissists’ hyper-competitive nature (Grapsas et al., 2020; Luchner et al., 2011), their pursuit for their personal goals may mean self-enhancing in the agentic domain (Miller et al., 2017). This can be associated to exaggerated level of assertiveness and attention seeking. Moreover, narcissistic leaders may also be overly focused on their self-importance and demonstrate a lack of

empathy and envy towards others (Rosenthal & Pittinsky, 2006). Conceivably, it is expected that there is a positive relationship between leader narcissism and abusive supervision, and that such relationship would be further exacerbated when narcissistic leaders find themselves in a high-performance climate where competition is encouraged.

However, much like our argument that narcissistic leaders would not always put follower trust at risk, they may not always lead to abusive supervision. Narcissistic leaders' strong desire for goal achievement may result in them conforming to the demands of an organizational climate that demands collaboration and supportive actions to perform well (Rosenthal & Pittinsky, 2006). For example, in a high mastery climate, they may capitalize their charisma and charm and shift their self-enhancement strategies in the communal domain. This may in turn result in a negative relationship between leader narcissism and abusive supervision.

We aim to make several contributions to leadership and narcissism research in organizations. First, our research aims to extend the current understanding of contextual moderators in relation to the dark and the bright sides of leader narcissism. The results of our research have the potential to disentangle the root cause of the seemingly inconsistent findings of previous research, offering a clearer narrative of how leader narcissism affects leaders' interpersonal relationships with followers (Campbell et al., 2011; Grijalva et al., 2015). Second, we seek to overcome some of the risks that single-source studies and data collection from student or panel samples pose to the validity of previous research in the leadership and narcissism domain (Etikan et al., 2016; Hitt et al., 2007). In Study 3, we analyzed data from a large-scale multisource, multilevel study with 546 teams, in which we measured leaders' narcissism and their perceptions of motivational climates, as well as followers' trust in their leaders. Third, we explore the relevance of narcissistic self-enhancement in relation to motivational climates in Studies 4a and 4b. Specifically, we

investigated how motivational climates affect narcissistic leaders' agentic and communal self-enhancement paths. Fourth, we examine how the relationship between leader narcissism and abusive supervision might differ under different motivational climate conditions. Last, our findings offer insights into the practical significance of organizational contexts with the potential to hamper the negative impact of narcissists in leadership positions (Braun, 2017; Campbell et al., 2011).

### **3.3 Narcissistic Leaders and Follower Trust**

Narcissism is a personality trait that includes an exaggerated preoccupation with the self, grandiosity, dominance, a lack of empathy and entitlement (American Psychiatric Association, 2000; Raskin & Terry, 1988; Weiss & Miller, 2018). From the agency-communion perspective of the communal narcissism theory (Gebauer et al., 2012), narcissists show more agentic attributes (e.g., influence, ambition, and competence) and less communal attributes (e.g., interpersonal warmth, morality, and affiliation; Bakan, 1966; Luo et al., 2014; Paulhus & John, 1998). Narcissists' behaviors are guided by their desire to maintain and enhance their grandiose selves (Morf et al., 2011). To do so, narcissists engage in self-enhancement, which is a form of self-regulation that focuses on the core attributes of an individual's self-concept (Sedikides et al., 2003).

Several existing findings highlight that narcissists use interpersonal relationships as an opportunity to self-enhance. As such, narcissists tend to form poor interpersonal relationships with others as they prioritize their own goals (Chatterjee & Pollock, 2017; Cragun et al., 2020; Morf & Rhodewalt, 2012; Nevicka et al., 2011; Schutte et al., 2001; Tamborski et al., 2012). Narcissists typically do not engage in the type of intimate and cooperative interpersonal exchanges that are fundamental to positive relationship development (Back et al., 2010). Rather, they see their relationships with others as a tool for self-enhancement (Elliot &

Thrash, 2001). For example, narcissists accomplish their sense of superiority and dominance by taking the credit for successful outcomes but blame the failures on others (Chatterjee & Hambrick, 2007; Chatterjee & Pollock, 2017). The lack of interpersonal abilities in turn detracts the extent to which narcissists are perceived to be trustworthy. Trust in leaders is essential because it can affect the overall organizational functioning (Dirks & Ferrin, 2002; Krosgaard et al., 2002). For example, a lack of trust can stifle effective communication (Dirks & Ferrin, 2002) and limit employees' motivation to contribute towards an organization's innovative process (Clegg et al., 2002). Moreover, trust is also a crucial determinant of leader endorsement and effectiveness (Cropanzano et al., 2002; Fulmer & Gelfand, 2012; Roch & Shanock, 2006).

### ***3.3.1 Trust in Leaders***

Trust refers to a positive state experienced by an individual that reassures them that their uncertainty and vulnerability will not be taken advantage of by another entity (de Jong & Elfring, 2007; Dirks & Skarlicki, 2004). It implies a sense of security towards the person they are trusting (de Jong & Elfring, 2007; Dirks & Skarlicki, 2004; Rousseau et al., 1998), and the willingness to be vulnerable to the trustee's actions (Whitener et al., 1998). Trusting someone also involves the perception of a trustee's "intentions, sincerity, motivations, characters, reliability and integrity" (Burke et al., 2007, p. 610). As such, in an organizational context, the interactions between followers and leaders are essential to the development of follower trust (Butler, 1991; Mayer & Davis, 1999; Shamir & Lapidot, 2003). Indeed, followers determine the extent to which they trust their leaders through relational exchanges. The more the leaders act benign and appear to have the followers' best interests in mind, the better the chance that a trusting relationship develops (Whitener et al., 1998). Typically, a trustworthy individual would display attributes in the communal domain, such as

benevolence, sharing and delegating control and showing concerns for others (Levine et al., 2018; Whitener et al., 1998). Conversely, people trust others less when attributes in the agentic domain are observed, such as neglecting others' interests and exploitative acts (Williams, 2007).

The self-oriented tendencies associated with narcissism in leaders have been assumed to damage trust relationships with their followers (Morf et al., 2000). For example, narcissism is linked to unethical leadership behaviors such as one-way communication, manipulation, and being insensitive to others (Blair et al., 2017). Such behaviors are detrimental to the development of a trusting leader-follower relationship, to which followers would respond with low levels of trust in their leaders (Dirks & Ferrin, 2002; Whitener et al., 1998). Followers are also less likely to trust their leaders with high narcissistic tendencies due to the latter's inclination to behave antisocially rather than pro-socially (Konrath et al., 2014; Miller & Campbell, 2008). For example, Park, Ferrero, Colvin, and Carney (2013) found that in negotiations, while individuals with higher levels of narcissism gained economically, their interpersonal relationships were compromised due to their failure to show empathy for others. As a result, the negotiation partners rated narcissists negatively in terms of trust (Park et al., 2013). Such findings demonstrate that follower trust is a reciprocal process in which followers respond to how they perceive their leaders' actions (Serva et al., 2005). We expect that leaders high on narcissism tend to engage more aggressively in agentic self-enhancement (Morf et al., 2011; Sedikides et al., 2003). Consequently, followers will respond with less trust (Serva et al., 2005). We therefore propose:

Hypothesis 1: Leader narcissism is negatively related to follower trust.

Nevertheless, some evidence suggests that narcissistic leaders may be capable of facilitating trust in others (Grijalva & Zhang, 2016) – so long as it brings them personal glory (Gebauer et al., 2012; Hart et al., 2016). Narcissistic leaders put in more effort when

communal attributes (e.g., care, consideration) result in favorable attention from others (Petrenko et al., 2016). Previous research found that narcissistic individuals showed more sociable behaviors in order to appear likeable in the eyes of higher-status individuals (Ashton-James & Levordashka, 2013). Hepper, Hart, and Sedikides (2014) showed that narcissistic individuals had the abilities to be empathetic when they were asked to consider others' perspectives. While narcissistic leaders' bright behaviors may nevertheless be driven by their self-enhancement goals, they appear to be able to identify and behave in line with contextual cues when doing so helps them to reinforce their positive self-views (Hart et al., 2016; Petrenko et al., 2016). Motivational climates are essential contextual cues in organizations as they shape norms of desirable and undesirable behaviors (Ames, 1992; Nerstad et al., 2013; Nicholls, 1989). Therefore, we argue that the predicted negative relationship between leader narcissism and follower trust will vary depending on the organizational contexts – specifically the mastery and performance climates – in which it occurs.

### **3.4 Leader Narcissism and Motivational Climates**

A motivational climate signifies the behaviors which are rewarded or punished in an organization through its policies, procedures, and practices (Nerstad et al., 2013). It thus shapes the range of acceptable interpersonal behaviors which can be displayed at work: Employees are incentivized to display acceptable behaviors related to success and avoid those associated with failure.

A performance climate stipulates a highly competitive environment, where success means to rise above others (Wisse et al., 2019). To demonstrate individual competence, employees engage in social comparison and compete for recognition (Nerstad et al., 2013). Such contexts are often associated with negative outcomes and behaviors. For example, to

gain a competitive edge over co-workers, individuals may engage in knowledge hiding (Černe et al., 2014), which jeopardizes the development of high-quality relationships (Bouty, 2000). Similarly, competition reduces prosocial behaviors in an organization (Eslami & Arshadi, 2016), weakening the interpersonal relationships and trust amongst co-workers. Although a performance climate does not appear to be an attractive and conducive work environment for many, it may be just the environment for leaders with high narcissistic tendencies to thrive in.

Narcissism is linked to competitive and hypercompetitive tendencies (Luchner et al., 2011), which can be further exacerbated by an environmental stimulus. Given narcissistic leaders' proclivity to degrade others to augment themselves (Campbell et al., 2000), their agentic behaviors will become more intensified as they strive to outperform others in performance climates (Sedikides & Gregg, 2008). Whilst those with weaker narcissistic tendencies might feel apprehensive when they engage in more competitive and combative behaviors vis-à-vis fellow organizational members, those with stronger narcissistic traits can flourish. The competitive norms in performance climates may therefore activate latent propensities of more narcissistic leaders to upkeep their competitive advantage and status (Grapsas et al., 2020; Wisse et al., 2019). Performance climates present self-enhancement opportunities for leaders high on narcissism (Chatterjee & Hambrick, 2007; Chatterjee & Pollock, 2017; Elliot & Thrash, 2001; Nehrlich et al., 2019), further emphasizing their self-oriented and dominant tendencies. Such behaviors will deter followers from trusting their leaders (Tjosvold et al., 1983). Therefore, we expect:

Hypothesis 2a: The negative relationship between leader narcissism and follower trust is stronger as perceptions of performance climates increase.

A mastery climate, by contrast, rewards supportive actions such as collaborating with others (Ames, 1992). Employees are encouraged to share their experiences and exchange

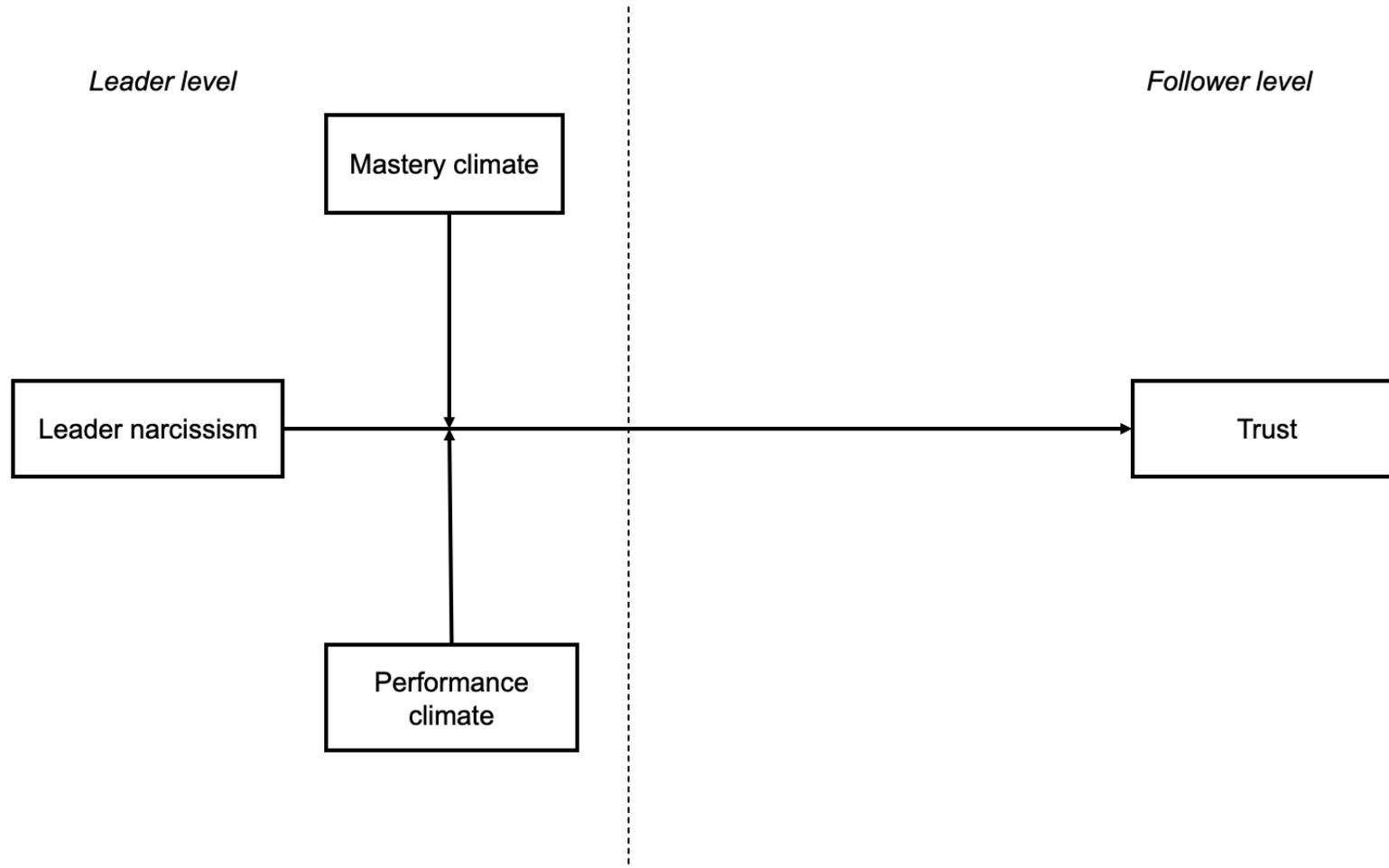
information. Concurrently, rather than competing against co-workers, employees focus on developing themselves and improving their own competencies (Nerstad et al., 2013). Such behavioral expectations can induce more communal and considerate behaviors towards others within an organization (Černe et al., 2014; Nerstad et al., 2013). For example, individuals are motivated to share their knowledge, which in turn translates into building an environment with a strong collective identity (Ames & Ames, 1984; Černe et al., 2014). A workplace where people are incentivized to learn, share, and collaborate is also linked to interpersonal trust (Song et al., 2009). Indeed, the link between collaboration like that in mastery climates and trust has long been recognized. Together, they signify the keystone of good-quality relational bonds which exist between people (Campbell et al., 2008; Larson & LaFasto, 1989; Tjosvold et al., 1983).

The collaborative norms in mastery climates would require narcissistic leaders to build positive social relationships with others (Campbell et al., 2000; Nehrlich et al., 2019). This could be achieved by self-regulating in line with the communal domain of their self-concept (Grijalva & Zhang, 2016), manifesting in behaviors with the potential to facilitate follower trust (Burke et al., 2007). Although narcissistic leaders are prone to act for their own good, the same pursuit of personal glory can be externalized differently as they seemingly act in the interests of others (Butler, 1991; Campbell et al., 2000; Nehrlich et al., 2019): They may try to align their behaviors to match the criteria for success pertaining to mastery climates, which are supportive and collaborative in nature, thus facilitating follower trust. Hence, we expect:

Hypothesis 2b: The negative relationship between leader narcissism and follower trust is weaker as perceptions of mastery climates increase.

The research model is demonstrated in Figure 2.

Figure 2 Study 3 Research Model



### 3.5 Study 3

Study 3 took place in the form a multisource and multilevel team survey. The purpose of the present study was to test whether the above theories and hypotheses are supported before expanding the model in Study 4.

#### 3.5.1 Methods

**Sample and Design.** Data for this study was provided by Dr Ed Sleebos at the University of Amsterdam. As introduced at the beginning of the thesis, he joined this project as a collaborator and is a co-author – along with my PhD supervisors – of a paper that is derived from the present chapter that is being prepared for journal submission. This set of secondary data were collected from 546 teams in various profit and non-profit organizations in the Netherlands (counting 546 leaders and 1717 followers). Of the 546 leaders in our sample, 54.03% reported being male, 45.60% reported being female, and 0.37% selected others. Their mean age was 40.80 years ( $SD = 11.52$ ), and their average tenure in their teams was 5.14 years ( $SD = 5.84$ ). Of the leaders in our sample, 38.83% indicated to have a higher education degree (e.g., applied sciences, university degree). Each leader worked with an average of 3.14 subordinates ( $SD = 1.89$ ). Of the 1717 subordinates in our sample, 45.50% reported being male, 55.04% reported being female, and 0.46% selected others. The subordinates' average age was 35.21 years ( $SD = 12.88$ ), and their average reported tenure in the team was 3.86 years ( $SD = 5.25$ ). Of the followers in our sample, 65.81% indicated that they have achieved a higher education degree.

**Procedure.** Data were collected as part of a large scientific study of leadership in businesses in the Netherlands. Master's students at a Dutch university used their work environment (e.g., part-time work), personal networks and the networks of acquaintances to contact respondents. Potential

respondents were approached face-to-face or via email, social media, and phone calls. The requirements for participating in the study were that respondents were employed based on full-time or part-time basis, and that they worked in teams consisting of only one identifiable leader and at least three or more followers. If leaders and their followers volunteered to participate in the study, they were asked to independently complete an electronic questionnaire on the survey platform Qualtrics. The questionnaires started with a short introduction of the study. It was stated that the data would be treated as strictly confidential and used for educational and scientific purposes only. The respondents signed an informed consent form before they started with the actual survey. If the leaders and followers chose not to consent, they were thanked and the session was terminated right after. We relied on a coding system to match leader-follower data. The research was done in line with the University's code of ethics as well as the ethical standards of the American Psychological Association (APA).

### ***3.5.2 Measures***

**Leader Narcissism.** Leader narcissism was assessed using 16-item Narcissistic Personality Inventory (NPI) by (Ames et al., 2006). NPI-16 was designed to cover all four sub-dimensions of narcissism, namely exploitativeness/entitlement, leadership/authority, superiority/arrogance, and self-absorption/self-admiration (Emmons, 1987). The scale was adapted to be measured with a 5-point Likert scale (Andreassen et al., 2017). Example items are “I can make anybody believe anything I want them to” and “I am an extraordinary person” (1 = *totally disagree*, 5 = *totally agree*;  $\alpha = .86$ ).

**Performance Climate.** Leaders indicated their perceptions of the performance climate based on eight items from (Nerstad et al., 2013) performance climate subscale of the Motivational Climate at Work Questionnaire (MCWQ). Leaders indicated how much they agreed (1 = *totally disagree*, 5 =

*totally agree*;  $\alpha = .83$ ) with statements such as “In my department/work group, work accomplishments are measured based on comparisons with the accomplishments of coworkers” and “In my department/work group, there exists a competitive rivalry among the employees”.

**Mastery Climate.** We measured leaders’ perceptions of the mastery climate with the MCWQ’s mastery climate subscale consisting of six items (Nerstad et al., 2013). Leaders were asked to indicate how much they agreed (1 = *totally disagree*, 5 = *totally agree*;  $\alpha = .85$ ) with statements such as “In my department/workgroup, one is encouraged to cooperate and exchange thoughts and ideas mutually”, and “In my department/work group, cooperation and mutual exchange of knowledge are encouraged.”

**Follower Trust.** We used De Jong and Elfring’s (2010) five-items scale that was adjusted slightly to fit the purpose of our study (i.e., replacing “my team members” with “my supervisor”). Followers rated the extent to which they agreed with items like “I am able to count on my supervisor for help if I have difficulties with my job”, and “I can rely on my supervisor to keep his/her word” (1 = *strongly disagree*, 5 = *strongly agree*;  $\alpha = .91$ ).

### 3.6 Study 3 Results

#### 3.6.1 Analytical Procedure

Given the nested feature of the data, we conducted our analysis using multilevel structural equation modeling (MLSEM). First, we tested the construct validity of our research model (i.e., confirmatory factor analyses) with Mplus software (Muthén & Muthén, 2017). Then, using Jamovi (“The jamovi project,” 2021), which is built based on R, we tested Hypotheses 1, 2a and 2b. Table 6 reports the means, standard deviations, and correlations of measures at follower and leader levels respectively (i.e. correlation based on disaggregated data). Contrary to our expectations, the correlation between leader narcissism and follower trust was not significant. However, the

correlation between leader narcissism and performance climate was significant, highlighting narcissistic leaders' competitive tendencies.

**Table 6 Study 3 Descriptive Statistics and Correlations**

Variables	Mean	SD	1	2	3
Leader-rated (level-2)					
1. Narcissism	2.72	0.53			
2. Performance climate	2.42	0.70	.20**		
3. Mastery climate	3.94	0.65	-.04	-.16**	
Follower-rated (level-1)					
4. Trust	4.01	0.69	-.02	-.08**	.07**

*Note.*  $N = 546$  leaders for level-2 variables and  $N = 1717$  for level-1 variables. The magnitude of the correlations between level-1 and level-2 variables reflect accurately the relationships within each level of analysis. However, owing to the nested nature of the data, standard errors are biased. Therefore, significance levels should be interpreted with caution.

\*\*  $p < 0.01$  (two-tailed).

### 3.6.2 Construct Validity

Prior to hypotheses testing, we performed confirmatory factor analyses (CFA) to assess the fit of our measurement model. We used maximum likelihood estimation (ML) and Satorra and Bentler's scaled chi-square that is robust to non-normality (Satorra & Bentler, 1994). Conducting CFA for nested data, we compared four models: a two-factor model with level-1 items (i.e. trust in leader) loading on one factor and level-2 items loading on one factor (Model 1), a three-factor model with trust in leader items loading on one factor, leader narcissism and performance climate loading on one factor, and mastery climate items loading on one factor (Model 2), a three-factor model with trust in leader items loading on one factor, leader narcissism items loading on one factor, and both

motivational climates loading on one factor (Model 3), and the theoretically assumed four-factor model with all items loading on their respective factors (Model 4).

Fit indices revealed that Model 1 did not fit the data well ( $\chi^2(410) = 3471.50, p < .001$ , RMSEA = .07, CFI = .67, TLI = .64, SRMR (within) = .02, SRMR (between) = .13). Comparing the two three-factor models, Model 3 had a better fit ( $\chi^2(409) = 2362.77, p < .001$ , RMSEA = .05, CFI = .79, TLI = .77, SRMR (within) = .02, SRMR (between) = .09), than that of Model 2 ( $\chi^2(409) = 2454.56, p < .001$ , RMSEA = .05, CFI = .78, TLI = .76, SRMR (within) = .02, SRMR (between) = .11). However, compared to all other models, Model 4 showed a superior fit ( $\chi^2(407) = 1398.12, p < .001$ , RMSEA = .04, CFI = .89, TLI = .88, SRMR (within) = .02, SRMR (between) = .06). The rather high  $\chi^2$  statistic for Model 4 may be attributable to the factor structure of NPI-16 as mentioned (Ames et al., 2006; Emmons, 1987). We followed the standard practice adopted by the extant research that used NPI-16 without singling out sub-dimensions as part of the analysis (Andreassen et al., 2012; Maaß & Ziegler, 2017; Owens et al., 2015). In sum, the CFA results suggest an acceptable structural validity for our constructs considering the multilevel data structure (Hu & Bentler, 1999; Schermelleh-Engel & Moosbrugger, 2003).

### ***3.6.3 Hypotheses Testing***

We tested hypotheses 1, 2a and 2b with multiple hierarchical linear regression (see Table 7). Our Hypothesis 1 was unsupported since there was no significant relationship between leader narcissism and follower trust ( $\gamma = -0.30, SE = .30, p = .307$ ).

**Table 7 Study 3 Interaction Effects**

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Follower trust

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Variables	<i>B</i>	<i>SE</i>	<i>t</i>	<i>p</i>	95% CI
Leader narcissism	-0.30	0.30	-1.02	.307	-0.89, 0.28
Performance climate	0.30	0.14	2.20	.028*	0.03, 0.56
Mastery climate	-0.31	0.17	-1.80	.072	-0.65, 0.03
Leader narcissism*PC	-0.13	0.05	-2.68	.007*	-0.22, -0.03
Leader narcissism*MC	0.15	0.06	2.28	.023*	0.02, 0.27
Performance climate levels					
Mean -1 SD	0.05	0.05	0.97	.330	-0.05, 0.14
Mean +1 SD	-0.13	0.05	-2.52	.012*	-0.24, -0.03
Mastery climate levels					
Mean -1 SD	-0.14	0.06	-2.26	.025*	-0.25, -0.02
Mean +1 SD	0.05	0.05	0.99	.324	-0.05, 0.15

*Note.*  $N = 546$  for leaders and  $N = 1717$  for followers. PC = performance climate;

MC = mastery climate.

\* $p < .05$ .

In relation to Hypothesis 2a, we first tested whether the interaction term of leader narcissism  $\times$  performance climate predicted follower trust. This was indeed the case ( $\gamma = 0.30$ ,  $SE = .14$ ,  $p = .028$ ; see Table 7). Interpretation of the slopes of the interaction suggested that leaders scoring high on narcissism were less trusted when the performance climates were high than when the performance climates were low (see Figure 3). In fact, simple slope analyses revealed that the relationship between leader narcissism and follower trust was negative and significant when the performance climate was strong ( $\gamma = -0.13$ ,  $SE = .05$ ,  $p = .012$ ). The relationship between leader narcissism and follower trust was insignificant when the performance climate was weak ( $\gamma = 0.05$ ,  $SE = .05$ ,  $p = .330$ ; see Table 2). Thus, Hypothesis 2a was supported.

**Figure 3 Study 3 Interaction between Leader Narcissism and Performance Climate on Follower Trust**



In relation to Hypothesis 2b, we first tested whether the interaction term of leader narcissism  $\times$  mastery climate, significantly predicted follower trust, which was the case ( $\gamma = 0.15$ ,  $SE = .06$ ,  $p = .023$ ; see Table 7). Simple slope analyses revealed that the relationship between leader narcissism and follower trust was negative and significant when the mastery climate was weak ( $\gamma = -0.14$ ,  $SE = .06$ ,  $p = .025$ ; see Table 7, Figure 4). However, no significant relationship between leader narcissism and follower trust was observed for stronger perceptions of mastery climates ( $\gamma = 0.05$ ,  $SE = .05$ ,  $p = .324$ ; see

Table 7). Taken together, we can infer that high levels of mastery climates buffered the expected negative relationship between leader narcissism and follower trust. Therefore, Hypothesis 2b was supported.

**Figure 4 Study 3 Interaction between Leader Narcissism and Mastery Climate on Follower Trust**



### 3.7 Study 3 Discussion

Study 3 examined how motivational climates in an organizational context influence the dark and bright manifestation of leader narcissism. Specifically, we proposed that how leader narcissism interacts with the performance and mastery dimensions of motivational climates would critically affect the followers' ratings of their trust for leaders. Indeed, as reflected by the varying levels of follower trust, narcissistic leaders responded to the difference in the success criteria presented in motivational climates. While narcissism is usually a negative connotation associated with leadership (Blair et al., 2017; Braun et al., 2018; Nevicka et al., 2011), our study did not show a negative relationship between leader narcissism and follower trust *ceteris paribus*. According to our findings, narcissistic leaders may be more reactive to environments where agentic behaviors are encouraged or tolerated. Higher performance climates present a conducive environment for agentic behaviors. As expected, we found that such motivational climate conditions brought out the dark side of leader narcissism, hence resulted in negative follower trust. In contrast, higher mastery climates encourage collaborative behaviors. In our study, such climates prevented a negative relationship between

leader narcissism and follower trust, indicating that mastery climates' buffering effect on leader narcissism's dark side in relation to follower trust.

The work reported here is related to narcissists' fundamental need for self-enhancement (Grijalva & Zhang, 2016) which is achieved more readily through the agentic rather than the communal domain (Bakan, 1966; Luo et al., 2014; Paulhus & John, 1998). Therefore, mastery climates only served as a buffer that prevented negative follower trust rather than fostering a positive relationship between leader narcissism and follower trust. Importantly, we pose an interesting challenge to the current notion that leader narcissism always leads to negative outcomes by default (Blair et al., 2017; Judge et al., 2006; O'Boyle et al., 2012). Indeed, Study 3 moved beyond the negative preconceptions of leader narcissism to reflect a more balanced view that has been seen in some prior studies. For example, our approach echoes Nevicka et al. (2018) who discovered that both dark (e.g., abusive supervision) and the bright (e.g., leader effectiveness) sides of narcissistic leaders were observed by the followers. However, the authors found that how followers evaluated their leaders was situationally dependent (i.e., leader visibility in this case). Through our study, we offered a new dimension that explains the two sides of leader narcissism that supports the pivotal role played by motivational climates. To conclude, we confirmed that (i) how leader narcissism relates to follower trust is contextually dependent; and (ii) leader narcissism interacts differentially with performance and mastery climates respectively.

### **3.8 Study 4**

Study 3 alluded to the possible role of self-enhancement in the agentic and the communal domains being the underlying mechanism that influences the outcomes (Nehrlich et al., 2019). We designed the present study to directly test whether narcissistic leaders' tendencies to self-enhance in the agentic and the communal domains can be activated by motivational climates. The present study

is split into two studies: Study 4a focuses on performance climates, in which participants were randomly allocated to two conditions – high or low performance climates. Study 4b will focus on mastery climates where participants were randomly selected into high or low mastery climate conditions.

As mentioned in Chapter 1, self-enhancement is fundamental to narcissism (Grijalva & Zhang, 2016). Narcissists are constantly self-enhancing to maintain and achieve their sense of superiority and grandiosity by engaging in regulatory behaviors (Morf et al., 2011). For example, they would counter anything that contradicts their positive self-perceptions by derogating the source of criticism (Bushman et al., 1998).

The main purpose of Study 4 is thus to test the relationships between leaders' narcissism and self-enhancement in the agentic and the communal domains with a between-subjects design. We manipulated participants' perceptions of organizational climates with vignette scenarios. Following the manipulation, we measured participants' self-enhancement in the agentic and communal domains respectively, as well as their inclination to exhibit behaviors associated with abusive supervision.

### **3.9 Agency, Communion, and Self-enhancement**

Agency and communion are dimensions that describe an individual's perceptions of themselves and others in a social setting (Abele & Wolkciszke, 2007). Agency is related to one self's goal-pursuit, whereas considerations for others is related to communion (Abele & Wojciszke, 2007). When it comes to self-enhancement, studies have shown that self-enhancement can occur in different domains: For example, individuals can self-enhance by being complacent and overly positive about their intelligence and morality (Campbell et al., 2002; Sedikides et al., 2014). Notably, Paulhus and John (1994, 1998) examined a series of domains of self-enhancement (dominance, intellect, extraversion, ambition, openness, agreeableness, neuroticism, nurturance, dutifulness) and

established two broad categories: one that encompasses agency (drive, competence, dominance), and the other resembles communion (morality, prosociality, warmth). Subsequently, the agency and communion model of self-enhancement has been widely adopted (e.g., Campbell et al., 2002; Gebauer et al., 2017). Although narcissists' fundamental characteristic is to self-enhance, (Morf et al., 2011), research has shown that they do not do so across all domains equally (Grijalva & Zhang, 2016; Campbell et al., 2002). Particularly, narcissists tend to inflate their agentic characteristics while devaluing communal characteristics which are traditionally more positively perceived (Campbell et al., 2002). This is consistent with the research that shows that an individual's self-enhancement attributes are predominantly central to their self-concept (Sedikides et al., 2003). Indeed, Gu et al. (2013) illustrated that narcissists' bias for agency but not communion was present at an implicit and unconscious level. In their study, narcissists showed attentional bias for success as opposed to failure words and were ambivalent to interpersonal words. Moreover, narcissists are much less concerned about others' judgement of their communal traits compared to their agentic traits (Carlson et al., 2011). Although it is possible that narcissists' disengagement with communal traits, therefore self-enhancement in the communal domain can be attributed to their association of communion with vulnerability and weakness (Morf & Rhodewalt, 2011), it remains to see if organizational alignment of "success" with communion may result in any changes in narcissists' self-enhancement pathways (Butler, 1991; Campbell et al., 2000; Nehrlich et al., 2019).

### **3.10 Hypotheses**

Narcissistic leaders are known to have the high tendency to prioritize of their self-worth and self-importance. They are known to have a pre-disposed propensity to be competitive. The by-product of such characteristics is being inconsiderate towards others or even attempt to actively undermine others (Blair et al., 2017). Abusive supervision is relevant here as it describes leaders' hostility towards their followers, which can be both verbal and non-verbal (Tepper, 2000). Abusive

supervision can be particularly toxic and damaging to followers. This is because leaders who demonstrate such behaviors tend to target convenient and innocent subordinates (Tepper, 2007). For example, behaviors associated to abusive supervision include taking credit from others (Sankowsky, 1995), as well as attributing blames on others when the outcomes are undesirable (Campbell et al., 2004). Given narcissistic leaders' focus on their self-centered goals (Charterjee & Pollock, 2017) and a lack of interpersonal warmth and consideration (Back et al., 2010), it can be rather natural for narcissistic leaders to exploit their followers for their self-enhancement purposes (Elliot & Thrash, 2001). Therefore, across Studies 4a and 4b, we predict:

Hypothesis 1: Leader narcissism is positively related to abusive supervision.

Nevertheless, similar to the arguments above for Study 3, narcissistic leaders are sensitive and reactive to environmental stimuli when these are relevant to their pursuit of goals (Nevicka et al., 2011). Therefore, narcissistic leaders' self-enhancement strategies will conceivably gravitate more strongly towards the agentic domain under a high-performance climate. As discussed, a high-performance climate encourages a competition where individuals are incentivized to outshine others to be considered successful (Wisse et al., 2019). For instance, strong competitions would compel individuals to limit their knowledge and skill-sharing to avoid benefitting others (Černe et al., 2014). Narcissists are not only pre-disposed to be competitive (Luchner et al., 2011), but also have high tendency to undermine others to augment themselves (Campbell et al., 2000). Therefore, performance climates facilitate narcissistic leaders to intensify their abusive tendencies such as degrading others in order to emerge as superior (Campbell et al., 2000). As such, we predict in Study 4a:

Hypothesis 2a: The indirect effect of leader narcissism on abusive supervision via agency is stronger when the perceptions of performance climate are high compared to when the perceptions of performance climate are low.

Study 4b focuses on mastery climates. Participants were similarly divided into high or low mastery climate conditions. A high mastery climate offers a strong incentive to be collaborative and supportive of others (Ames, 1992). In other words, success for leaders in an organization that adopts a high mastery climate will be defined as being a supportive and understanding leader. Accordingly, employees are encouraged to be prosocial and share their knowledge and experiences to be supportive and considerate of one another (Nerstad et al., 2013). Consequently, it is expected that a high mastery climate would signal to narcissistic leaders to make appropriate adjustment in order to become successful. That is, being incentivized to self-enhance in the communal domain to meet the performance metrics relevant to a high mastery climate that defines success (Nerstad et al., 2013). Therefore, we predict:

Hypothesis 2b: The indirect effect of leader narcissism on abusive supervision via communion is stronger when the perception of mastery climate is high compared to when the perceptions of mastery climate are low.

### **3.11 Study 4a**

Study 4 consists of two studies examining the interactions between leader narcissism and performance and mastery climates separately. The following sections presents Study 4a that tested the interactive effect of leader narcissism and performance climate on abusive supervision via self-enhancement in the agentic domain. The experiment manipulated participants' perceptions of a high or a low performance climate before recording participants' likely behavioral reactions to the scenarios.

### 3.11.1 Methods

**Sample and Research Design.** We recruited 100 participants using Prolific in the UK. Prolific is an online panel platform akin to Amazon's Mechanical Turk (MTurk). We chose Prolific over MTurk as it had been shown to be more reliable: not only do Prolific users participate in studies less frequently than their MTurk counterparts, they were found to have a lower tendency to engage dishonestly (Peer et al., 2017). Our pre-screening criteria ensured that we only recruited those who were a) in full- or part-time employment; b) those who held leadership positions or had supervisory responsibilities. Of the 101 participants in our sample, 79% reported to be female, 20% reported being male, and 1% preferred not to say. The average age was 33.18 years ( $SD = 9.64$ ). Participants were randomly assigned to a between-subjects design with two conditions: High ( $N = 48$ ) versus low ( $N = 52$ ) performance climates.

**Procedure.** Data were collected at one time-point. An introduction about the study was presented at the start. Consenting participants completed a questionnaire on Qualtrics for the purpose of this study. We first recorded participants' demographic information as well as their narcissism scores. After which, participants were randomly assigned to high and low performance climates. In both conditions, participants read a scenario in which they were asked to imagine themselves as a supervisor leading 17 subordinates at a large multinational company in the fast-moving consumer goods sector. Each scenario described the workplace climates and the organizational functioning which reflected high or low performance climates. We sought to use the vignette scenarios to make the study experience more immersive (see Appendix H). Following the scenarios, participants proceeded to complete a set of questions which recorded how they might respond in a high or low performance climate while being reminded to continue imagining themselves to be in the fictional situation. This study done in line with the University's code of ethics as well as the ethical standards of the American Psychological Association (APA).

### 3.11.2 Measures

**Leader Narcissism.** Consistent with Study 3, we used NPI-16 to measure leader narcissism (Ames et al., 2006). It was measured with a 5-point Likert scale (1 = *very untrue of me*, 5 = *very true of me*;  $\alpha = .66$ ).

**Agency.** We adapted items from an Implicit Association Test (IAT; Greenwald et al., 1998) found in Campbell et al.'s (2007) Study 2. It should be noted that this was not an IAT, but rather adapting items from the IAT which are associated to agency. For example, participants indicated the extent to which they would like their followers to perceive them as “assertive” in one question, and “outspoken” in another (1 = *strongly disagree*; 5 = *strongly agree*;  $\alpha = .87$ ).

**Communion.** We recorded participants' communal tendencies with items adapted from Campbell et al.'s (2007) IAT. It should be noted that this was not an IAT, but rather adapting items from the IAT which are associated to communion. For example, participants indicated the extent to which they would like their followers to perceive them as “friendly” in one question and “cooperative” in another. (1 = *strongly disagree*; 5 = *strongly agree*;  $\alpha = .92$ ).

**Abusive Supervision.** Abusive supervision was measured with two separate scales. The first scale was intended to capture lying and other unethical behaviors. We adapted this from Shaw et al., (2011) and included items such as “I would lie” and “I would blame others for my own mistakes” (1 = *completely disagree*; 5 = *completely agree*;  $\alpha = .84$ ). The second scale was adapted from Tepper (2000). Participants rated the likelihood of them exhibiting behaviors in a high/low performance climate on items such as “I would ridicule others” and “I would tell others that they are incompetent” (1 = *completely disagree*; 5 = *completely agree*;  $\alpha = .90$ ).

**Manipulation Check.** Participants' perceived levels of performance climate in the vignette scenario were assessed by three items which we adapted from (Nerstad et al., 2013) performance climate subscale of the MCWQ. An example item for the performance climate manipulation check

is: “In this organization, PBF, rivalry between employees is encouraged”. An example item for the mastery climate manipulation check is: “In this organization, PBF, each individual’s learning and development is emphasized” (1 = *strongly disagree*; 5 = *strongly agree*;  $\alpha = .90$ ).

### **3.12 Study 4a Results**

#### ***3.12.1 Analytical Procedure***

To test whether the vignette scenarios had the intended manipulation effect on performance climate, we first validated the experiment with a manipulation check. We then tested our prediction using Hayes’ Process Macro in SPSS (Hayes, 2013).

#### ***3.12.2 Manipulation Check***

We performed an independent t-test to ensure that the vignette scenarios have successfully manipulated participants’ perceptions of high and low performance climates. We found that participants in the high performance climate condition reported a stronger perception of a performance climate ( $M = 6.16$ ,  $SD = 1.17$ ) than those in the low performance climate ( $M = 2.35$ ,  $SD = 1.69$ ;  $t(91) = 13.14$ ,  $p < .001$ ). This was in line with our intended manipulation.

#### ***3.12.3 Confirmatory Factor Analysis***

To assess the fit of abusive supervision measures, we compared two models: a one-factor model with all items from Shaw et al. and Tepper’s scales loaded on a single factor (Model 1) and a two-factor model with items loaded on their respective factors (Model 2). We evaluated the model fits by focusing on four fit indices:  $\chi^2$ , CFI, RMSEA, and SRMR (Kline, 2005). CFI, RMSEA and SRMR were benchmarked against the minimum threshold of  $\geq .90$ ,  $< .08$ , and  $\leq .08$  respectively (Hu & Bentler, 1999; Kline, 2005).

As seen in Table 8, fit indices showed that Model 1 had the worst fit: only CFI and SRMR had met the minimum threshold. Items fitted better in Model 2, suggesting that the abusive supervision scales in the present study are better used separately rather than merged as one.

**Table 8 Study 4a CFA for Abusive Supervision**

Model	$\chi^2$	DF	<i>p</i> - value	CFI	RMSEA	SRMR
Model 1: 1-Factor (Shaw et al. + Tepper)	117.583	44	<.001	.926	.129	.054
Model 2: 2-Factor	83.470	43	<.001	.959	.097	.041

*Note.*  $N = 100$ .

### 3.12.4 Hypotheses Testing

Descriptive statistics and correlations are presented in Table 9.

**Table 9 Study 4a Descriptive Statistics and Correlations**

Variables	Mean	SD	1	2	3	4
1. Narcissism	2.65	0.55				
2. Agency	5.46	1.11	.11			
3. Communion	5.18	1.38	-.03	-.38**		
4. Abusive supervision (Shaw et al., 2011)	2.52	1.56	.32**	.40**	-.60**	
5. Abusive supervision (Tepper, 2000)	1.88	1.21	.31**	.35**	-.50**	.82**

*Note.*  $N = 100$

\*\*  $p < 0.01$  (two-tailed).

First, we tested our hypothesis (Hypothesis 1) that leader narcissism is positively related to abusive supervision. Consistent with the hypothesis, leader narcissism was found to positively predict Shaw et al.'s (2011) abusive supervision ( $B = 0.80$ ,  $SE = .25$ ,  $p = .002$ ). Similarly, leader

narcissism was also positively related to Tepper's (2000) abusive supervision ( $B = 0.59$ ,  $SE = .10$ ,  $p = .004$ ).

We tested our prediction (Hypothesis 2a) that higher, rather than lower performance climates will stimulate narcissistic leaders' agentic tendencies by conducting a moderated mediation analysis. Performance climate was found to moderate the effect of leader narcissism and agency ( $B = 1.15$ ,  $SE = .35$ ,  $p < .001$ ). The mediating effect of agency on leader narcissism and Shaw et al.'s (2011) abusive supervision was also supported ( $B = 0.52$ ,  $SE = .13$ ,  $p < .001$ ). The conditional indirect effect of agency on Shaw et al.'s (2011) abusive supervision was significant and strong for leader narcissism in the high-performance climate condition (effect = 0.51,  $SE = 0.18$ , 95% CI [0.18, 0.88]). Low performance climate on the other hand did not show a significant moderating effect (effect = 0.09,  $SE = 0.19$ , 95% CI [-0.44, 0.33]). Hypothesis 2a with Shaw's abusive supervision as the outcome was supported overall by the index of moderated mediation = 0.60 (95% CI [0.09, 1.10]) that did not cross the confidence interval (Hayes, 2015).

We also achieved similar findings for Tepper's (2000) abusive supervision. The interaction between leader narcissism and performance climate on agency was significant ( $B = 1.15$ ,  $SE = 0.35$ ,  $p < .001$ ). Agency positively and significantly mediated the link between leader narcissism and abusive supervision (Tepper, 2000;  $B = 0.35$ ,  $SE = 0.10$ ,  $p < .001$ ). The overall moderated mediation model was supported by the index of moderated mediation = 0.40 (95% CI [0.04, 0.84]). Leader narcissism in the high-performance climate condition was positively and significantly associated to abusive supervision via agency (effect = 0.34,  $SE = 0.15$ , 95% CI [0.09, 0.66]). There was no conditional relationship between low performance climate and abusive supervision via agency (effect = -0.06,  $SE = 0.13$ , 95% CI [-0.31, 0.20]).

### 3.13 Study 4a Discussion

The present study investigated narcissistic leaders' self-enhancement in the agentic domain resulted by the interaction between leader narcissism and performance climate on abusive supervision. In summary, Hypotheses 1 and 2a were supported. As predicted, leader narcissism positively predicts abusive supervision given narcissistic individuals' predisposed tendencies to display negative characteristics owing to their hypercompetitiveness and the lack of regard for others to elevate themselves. The findings for agency are consistent with our theorization that environmental influences can trigger the agentic tendencies of narcissism. Particularly, the present study suggests that competitive environments like performance climates prompt self-enhancement in the agentic domain that leads to narcissistic leaders' negative outcomes – in this case, abusive supervision.

### 3.14 Study 4b

#### 3.14.1 Methods

**Sample and Research Design.** We used Prolific to recruit 101 participants in the UK. The pre-screening criteria we implemented ensured that participants we recruited were a) in full- or part-time employment; b) those who held leadership positions or had supervisory responsibilities. Of the 101 participants in our sample, 23% reported being male and 66% reported being female. The average age was 32.18 ( $SD = 8.77$ ). Participants were randomly divided into a between-subject design consisting of two conditions: High ( $N = 50$ ) versus low ( $N = 51$ ) mastery climates.

**Procedure.** We collected the data at one time-point. Participants who consented to proceed with the survey completed a questionnaire on Qualtrics. Following the recording of participants' demographic information and narcissism level, participants were allocated into high and low

mastery climates respectively. In each of the conditions, participants immersed themselves in a vignette scenario in which they led a team of 17 subordinates in a fast-moving consumer goods company. The scenarios laid out what would describe a high or a low mastery climate (Nerstad et al., 2013). A set of questions measuring how participants might act in the hypothetical situation was presented at the end. This study was done in line with the University's code of ethics as well as the ethical standards of the American Psychological Association (APA).

### 3.14.2 Measures

**Leader Narcissism.** We used NPI-16 to measure participants' narcissism level (Ames et al., 2006). Participants indicated their narcissistic tendencies on items such as "I am going to be a great person" with a 5-point Likert scale (1 = *very untrue of me*, 5 = *very true of me*;  $\alpha = .79$ ).

**Agency.** We adapted Campbell et al.'s (2007) IAT (Greenwald et al., 1998) to measure participants' agentic tendencies. Participants were asked to rate items such as "dominant" and "energetic" on a 5-point Likert scale (1 = *strongly disagree*; 5 = *strongly agree*;  $\alpha = .57$ ).

**Communion.** Consistent with how we measured agency, we used items adapted from an IAT (Greenwald et al., 1998) from Campbell et al.'s (2007) paper to record participants' communal tendencies. They were asked to indicate the extent to which items such as "kind" and "generous" described how they felt at that point in time (1 = *strongly disagree*; 5 = *strongly agree*;  $\alpha = .89$ ).

**Abusive Supervision.** We used two separate scales to capture how participants might behave in a high or low mastery climate. First, we adapted Shaw et al.'s (2011) scale with items such as "I would lie" and "I would spend a lot of time promoting myself" (1 = *strongly disagree*; 5 = *strongly agree*;  $\alpha = .84$ ). Second, we adapted a scale from Tepper (2000) with items such as "I would tell others that they are incompetent" and "I would remind people of their mistakes and failures" (1 = *strongly disagree*; 5 = *strongly agree*;  $\alpha = .90$ ).

**Manipulation Check.** We developed three items which were adapted from Nerstad et al.'s (2013) mastery climate subscale of the MCWQ. These assessed participants' perceived levels of mastery climate following the vignette scenario (1 = *strongly* disagree; 5 = *strongly* agree;  $\alpha = .95$ ).

### 3.15 Study 4b Results

#### 3.15.1 Analytical Procedure

Firstly, we performed a manipulation check to validate whether the vignette scenarios had the intended manipulation effect. We then proceeded to investigate Hypotheses 3b and 4b using Hayes' Process Macro in SPSS (Hayes, 2013).

#### 3.15.2 Manipulation Check

An independent t-test was used to check the manipulation effect. The test revealed that participants in the high mastery climate condition had a stronger perception of a mastery climate ( $M = 6.47$ ,  $SD = 0.65$ ) than those in the low mastery climate condition ( $M = 3.16$ ,  $SD = 1.90$ ). The difference in participants' perceived mastery climate levels across two conditions was in line with our intention and was significant ( $t(62) = 11.71$ ,  $p < .001$ ).

#### 3.15.3 Confirmatory Factor Analysis

We used four models to assess the fit of abusive supervision measures: a one-factor model with all items from Shaw et al. and Tepper's scales loaded on a single factor (Model 1); a two-factor model with items loaded on their respective factors (Model 2). We evaluated the model fits by focusing on four fit indices:  $\chi^2$ , CFI, RMSEA, and SRMR (Kline, 2005). CFI, RMSEA and SRMR were benchmarked against the minimum threshold of  $\geq .90$ ,  $< .08$ , and  $\leq .08$  respectively (Hu & Bentler, 1999; Kline, 2005).

As illustrated in Table 10, fit indices showed that Model 1 had the worse fit, whereas items fitted better in Model 2, therefore supporting Shaw et al.'s and Tepper's scales as two distinct constructs to be evaluated separately. The overall CFA results indicate an acceptable structural validity for our abusive supervision scales in the present studies to be used separately.

**Table 10 Study 4b CFA for Abusive Supervision**

Model	$\chi^2$	DF	<i>p</i> -value	CFI	RMSEA	SRMR
Model 1: 1-Factor	173.55	44	<.001	.84	.17	.080
Model 2: 2-Factor	143.88	43	<.001	.87	.15	.070

*Note.* *N* = 101.

### 3.13.4 Hypotheses Testing

Table 11 presents descriptive statistics and correlations.

**Table 11 Study 4b Descriptive Statistics and Correlations**

Variable	Mean	SD	1	2	3	4
1. Narcissism	2.60	0.66				
2. Agency	5.21	0.78	.24*			
3. Communion	5.80	1.09	.10	.21*		
4. Abusive supervision (Shaw et al., 2011)	1.94	1.09	.21*	-.24*	-.51**	
5. Abusive supervision (Tepper, 2000)	1.39	0.81	.21*	-.20*	-.42**	.72**

*Note.* *N* = 101; \**p* < .05 (two-tailed).; \*\* *p* < 0.01 (two-tailed).

First, we tested Hypothesis 1 that predicted that leader narcissism is positively related to abusive supervision. This hypothesis was supported for both Shaw et al.'s (2011) abusive supervision as the outcome ( $B = 0.88$ ,  $SE = .21$ ,  $p < .001$ ) and Tepper's (2000) abusive supervision ( $B = 0.64$ ,  $SE = .18$ ,  $p < .001$ ).

To test our prediction that when narcissistic leaders will exhibit communal tendencies when they find themselves in a high, rather than a low mastery climate (Hypothesis 2b), we conducted

moderated mediation analyses. First, we tested the model with Shaw et al.'s (2011) abusive supervision being the outcome. The interaction between leader narcissism and mastery climate on was not significant ( $B = -0.01$ ,  $SE = 0.32$ ,  $p = .98$ ). While communion did mediate between leader narcissism and Shaw et al.'s (2011) abusive supervision ( $B = -0.53$ ,  $SE = 0.08$ ,  $p < .001$ ), the conditional indirect effect of communion on Shaw et al.'s (2011) abusive supervision was insignificant for both the high mastery climate condition (effect =  $-0.07$ ,  $SE = 0.08$ , 95% CI  $[-0.25, 0.07]$ ) and the low mastery climate condition (effect =  $-0.08$ ,  $SE = 0.16$ , 95% CI  $[-0.41, 0.23]$ ). The overall moderated mediation model with Shaw's abusive supervision was not supported with the index of moderated mediation  $< 0.01$  (95% CI  $[-0.25, 0.07]$ ).

Next, we tested Hypothesis 2b again but with Tepper's (2000) abusive supervision being the outcome. The analysis revealed no significant interaction effect between leader narcissism and mastery climate ( $B = -0.01$ ,  $SE = 0.32$ ,  $p = .98$ ). Although communion mediated the relationship between leader narcissism and Tepper's (2000) abusive supervision ( $B = -0.33$ ,  $SE = 0.07$ ,  $p < .001$ ), the moderating effect of mastery climate was not supported: Both high (effect =  $-0.05$ ,  $SE = 0.05$ , 95% CI  $[-0.17, 0.04]$ ) and low (effect =  $-0.05$ ,  $SE = 0.11$ , 95% CI  $[-0.29, 0.14]$ ) mastery climates had no conditional indirect effect on abusive supervision via communion. In sum, the hypothesized moderated mediation mode was not supported by the index of moderated mediation  $< 0.01$  (95% CI  $[-0.21, 0.25]$ ; Hayes, 2015).

### **3.16 Study 4b Discussion**

The results of Study 4b did not support Hypotheses 2b. The findings suggest that narcissistic leaders may be more responsive to stimuli promoting agentic tendencies (as seen in Study 4a) but not communal tendencies. This reflects the agentic-leaning, but not communal-oriented path of narcissists' self-enhancement process (Bakan, 1966; Paulhus & John, 1998; Luo et al., 2014;

Grijalva & Zhang, 2016). Findings of Study 4b also aligns with what we found in Study 3, in which higher mastery climates only prevented a negative relationship between leader narcissism and follower trust, rather than reversing that relationship. In comparison, leader narcissism was more responsive to the levels of performance climates in both studies 3 and 4a, conforming to the view that narcissists are more predisposed to agency rather than communion.

### **3.17 Theoretical Implications**

Chapter 3 contributes to leader narcissism literature in several ways. Perhaps the most important aspect of the contribution is that narcissistic leaders seem to be reactive to what being successful entails in a given context. We can infer from the findings that narcissistic leaders align their behaviors to what is perceived to bring personal glory in a motivational climate. This is in agreement with our present understanding that narcissists are compelled to feel superior to others, therefore vigilant and reactive to the contextual cues (Grapsas et al., 2020; Wallace & Baumeister, 2002). In turn, we demonstrated that contexts are instrumental in how leader narcissism can be perceived by followers: As narcissistic leaders strive to outshine others in a hypercompetitive environment (e.g., Luchner et al., 2011), they seem to show less regard to others and as such, their “dark side” dominates how they can be perceived; in contrast, without an incentive to be competitive, narcissistic leaders’ “dark side” appears to become less observable and noticeable to others. Thus, not only does Chapter 3 unravel a tangible explanation for leader narcissism’s dark-bright duality, but it also refutes the default negative connotation attached to leader narcissism (Blair et al., 2017; Braun et al., 2018; Nevicka, et al., 2011). Indeed, notwithstanding any contextual factors, there was no direct negative relationship between leader narcissism and follower trust. Therefore, future research on leader narcissism should consider a more balanced approach rather than focusing on the dark side of narcissistic leaders as the starting point.

In addition to contextual influence, we also illuminated the role of agentic and communal self-enhancement pathways of leader narcissism (Nehrlich et al., 2019). Our findings support the argument that narcissistic leaders are more likely to self-enhance in the agentic rather than in the communal domain, particularly when encouraged by the context. This is coherent with the traditional view that narcissists are predisposed to self-enhance in the agentic domain (Bakan, 1966; Paulhus & John, 1998; Pincus & Lukowitsky, 2010; Ackerman et al., 2011; Luo et al., 2014; Grijalva & Zhang, 2016). Indeed, in Study 4 where narcissistic leaders' agency and communion tendencies were measured, we can infer that narcissistic leaders may have the attitudinal inclination to succeed in a competitive environment. This would lead to an engagement in the agentic domain as they self-enhance. (Morf et al., 2011). For example, in high performance climates, narcissistic leaders may be willing to deprive credit of others in order to rise high (Campbell et al., 2000; Tepper, 2000). However, since being considerate to others is not high up in the core of narcissistic personality's predisposition (Morf et al., 2011), high mastery climates were unable to trigger the "bright side" of narcissistic leaders by encouraging them to self-enhance in the communal domain. Importantly, findings of Study 4 align with that of Study 3. In relation to mastery climates, Study 3 indicated that narcissistic leaders only responded to lower but not higher mastery climates. This suggests that narcissistic leaders' ability to self-enhance in the communal domain is rather limited compared to that in the agentic domain (Bakan, 1966; Findley & Ojanen, 2013; Grijalva & Zhang, 2016). Nevertheless, our study echoes the current understanding of narcissists' "if-then" behavioral pattern underpinned by their self-enhancement needs as discussed earlier in Chapter 1 (Mischel & Shoda, 2010). In other words, narcissists can react to contextual demands and overcome their natural agentic tendencies in turn demonstrating self-enhancement as the underlying mechanism.

### 3.18 Limitations and Future Directions

A strength of Chapter 3 is the large-scale multilevel nature in Study 3 that minimized the potential for validity pitfalls presented by single-source studies and student or panel samples (Etikan et al., 2016; Hitt et al., 2007). Our approach aligns with the emerging trend in organizational research by distinguishing variables according to the levels of theory and analysis (Chen et al., 2005).

However, several limitations of the study need to be addressed. First, trust is a relational construct (Lewicki et al., 2006; Mayer et al., 1995), but the present research did not control for aspects of relational interactions such as frequency and duration which might potentially affect the trust levels (Lewicki et al., 1998). For example, the extent to which leaders' behaviors are observed by followers affects how the latter perceives the leaders (Nevicka et al., 2018). Accordingly, our study was limited in that we cannot ascertain the extent to which followers' trust levels were affected by how much they were exposed to leaders.

Second, Study 3 is a cross-sectional study as it took place at one time point. Therefore, due to the lack of temporal elements in the research setup, it does not allow us to draw causal conclusions from the data (Spector, 2019). In addition, given that the data was collected via a selected group of students' networks in a Dutch university, the possibility of a selection bias should also be considered.

Third, while we identified the role of agentic-communal domains of narcissistic self-enhancement in influencing the outcomes (Nehrlich et al., 2019), we have only scratched the surface of such dual mechanism. Specifically, future research should consider to also incorporate the narcissistic admiration and rivalry model (NARC; Back et al., 2013). This model posits that narcissists are driven by the need for praise (admiration) and the preoccupation to degrade others (rivalry). The NARC model also suggests that the dark and bright behavioral contrast of narcissists

is determined when and if the praise is not forthcoming, or when their egos are challenged.

Analogies can be drawn between Back et al.'s model and the present studies: The rivalry facet of narcissism defined by Back et al. would thrive in performance climates, where agentic self-enhancement is salient. Similarly, the admiration facet of narcissism would be compatible with climates with mastery expectations, where communal self-enhancement is more suitable. Since we have established that the environmental factors crucially influence how narcissistic leaders might behave through the self-enhancement process, future research could benefit from disentangling different facets of leader narcissism while distinguishing the environmental contexts. This will add another dimension to leader narcissism by spelling out the role of organizational climates in influencing the self-enhancement trajectory. Furthermore, researchers could also consider examining facets of leader narcissism separately in relation to the agentic and communal tendencies.

Lastly, the reliability of NPI-16 particularly in Study 4a, was somewhat low. NPI-16 was built by Ames et al. (2006) based on the original 40-item NPI scale (Raskin & Terry, 1988). However, across their five studies, Ames et al. validated NPI-16 and demonstrated that both NPI-40 and -16 had similar relationships with other dependent variables and personality measures. Furthermore, our Cronbach Alphas for NPI-16 fell within that the range between .65 to .72 in Ames et al.'s studies. In Studies 4a and 4b, participants answered the entire questionnaire in one sitting. Therefore, a possible explanation for the low reliability is that the results reflected common method variance (CMV; Podsakoff & Organ, 1986; Richardson et al., 2009; Spector, 2006). While all of our variables were measured anonymously, one way to minimize CMV is to strengthen the design by introducing a time lag between baseline measurements and the dependent variables collected following the vignette scenarios (Reio, 2010).

### 3.19 Managerial Implications

Organizations with narcissistic individuals in leadership positions can benefit from the practical implications of our research. The practical values of our findings are potentially far-reaching given the high tendencies of narcissistic individuals to attain leadership positions (Grijalva et al., 2015). Narcissistic individuals tend to strive for, and become leaders because leadership is seen as an opportunity for self-enhancement (Campbell & Campbell, 2009). The paradox of narcissistic leaders indicates that in certain circumstances (Braun, 2017), these leaders' negative predispositions such as lack of empathy, exploitativeness and arrogance can prevail. Hence, it is especially crucial to discern what elicit their dark and bright sides with the aim of achieving optimal organizational outcomes. The findings of Chapter 3 suggest that narcissistic leaders are sensitive to the organizational context in which they perceive to operate. Owing to their opportunistic nature to maintain their sense of superiority (Campbell & Campbell, 2009), narcissistic leaders are particularly sensitive and reactive to the contextual cues to succeed. When an organization rewards employees on a collaboration and support basis, it will be in narcissistic leaders' own interest to subdue their negative characteristics linked to their competitive nature. This will have a positive knock-on effect on their followers and the overall organizational performance. Put differently, since narcissistic leaders are predisposed to act on their own self-interest by self-enhancing in the agentic domain, organizations need to actively reward collaboration and skill development in order to impede the extent of negative consequences linked to leader narcissism. Such constructive interventions, when accompanied by explicit discouragement of competitive and negative behaviors, may influence narcissistic leaders behave more appropriately and perceived more positively by others.

### **3.20 Conclusion**

In this chapter, we found empirical support for the roles of perceived performance and mastery climates in affecting how leader narcissism relates to followers' trust differentially. The findings make a pivotal contribution by unravelling the moderating role of contextual factors in relation to leader narcissism. Furthermore, we also unveiled how narcissistic leaders self-enhance in the agentic and the communal domains respectively when they find themselves in different contexts. This chapter enriches our understanding of leader narcissism further by offering a process model that explains the outcomes of leader narcissism by integrating both contextual and intrapersonal factors. Moreover, we demonstrated that leader narcissism may not always mean negativity and that the understanding of the contextual influences can facilitate follower trust. All in all, our study extends the current leader narcissism research by unfolding the underlying mechanism that is attributable to the dark and bright manifestations of leader narcissism.

## **4 Conclusion**

### **4.1 Thesis Summary**

The purpose of this doctoral thesis commenced with the aim to facilitate a better understanding of the mixed impression of leader narcissism. I was inspired by the interesting positive and negative blend of the effects of leader narcissism on their followers and organizations. In this concluding chapter, I will summarize my research contributions by chapters in line with the research motivation.

### **4.2 Me, Myself, and I? Investigating How Levels of Identity Interact with Leaders' Grandiose and Vulnerable Narcissism to Explain Leadership Outcomes**

In response to the importance to disentangle and clarify the role of narcissistic grandiose and vulnerable subtypes in leadership research (Braun, 2017), I broke down the multifaceted nature of narcissism in Chapter 2 by distinguishing narcissistic grandiosity and vulnerability. In addition, I also attempted to disentangle the intrapersonal processes of grandiose and vulnerable narcissism by further testing how they produce different outcomes under the salient individual and collective identity conditions respectively. Two experimental vignette studies were conducted for this Chapter.

Both Studies 1 and 2 employed an experimental vignette design. Study 1 was a pilot study to test the effectiveness of the manipulation of the participants' levels of identity. Study 2 improved the experimental design, and a successful manipulation effect was achieved. However, testing the hypotheses for the interactions between leader narcissism and levels of identity may have been compromised by the timing of the research during the first Covid-19 lockdown in the UK in summer 2020. The significant and negative correlation between self-assessed Covid-19 impact and collective identity was also indicative of the impact of the pandemic on this study. Akin to the arguments

against the reliance of student sample (Peterson, 2001), sampling the working population during the initial shock of the pandemic similarly would not have accurately represented how leaders might generally feel and behave within the vignette scenarios (Bavel et al., 2020).

Another limitation that may have prevented the opportunity for the research in Chapter 2 is the inherent obstacle to have participants respond realistically to a hypothetical scenario (Pager & Quillian, 2005). Future research could improve with a more involving design in which participants are made to perceive that they are leading a real-time group task (e.g., Wisse & Rus, 2012; Rietzschel, et al., 2017).

Next, as discussed previously, levels of identity are operated implicitly within the self (Gecas, 1982; Lord et al., 1999; Lord & Brown, 2004). This means that identity salience is not accessible to people's consciousness, awareness, and intention (de Houwer & Moors, 2007). A potential roadblock of using the levels of identity measure in Chapter 2 is that it explicitly records what participants felt consciously and were willing to report (Greenwald & Banaji, 1995). Thus, it may not have effectively captured the identity processes at implicit levels (Johnson & Saboe, 2011). Future research examining levels of identity should consider using indirect measures such as implicit association tests (IAT; Greenwald et al., 1998).

Lastly, although the Covid-19 situation in the UK is progressing towards normality, the pandemic has fundamentally changed the job market with remote, or hybrid working arrangements becoming the norm in many workplaces. Therefore, future research should nevertheless be cautious when collecting data; measures should be put in place to clarify during the sampling phase to assess the participants' work situation. This could help to pre-empt the noise in data attributing to the problems associated with remote working.

The timing of the research also meant that I was unable to carry out further studies.<sup>4</sup> However, Chapter 2 presented compelling hypotheses and theories which have disentangled grandiose and vulnerable narcissism by comprehensively analyzed the existing literature. Importantly, the research model can be used as a blueprint for future research to answer the call to empirically characterize the grandiose and vulnerable subtypes of narcissism (Braun, 2017; Miller et al., 2017). Chapter 2 has also presented a clear methodology to test the hypotheses and provided clear statistical results which will aid any future development of research in the similar direction. Overall, this chapter contributes to the extant literature as a form of opportunity to advance leader narcissism research by opening the Pandora's box of narcissistic grandiosity and vulnerability.

#### **4.3 Elucidating the Paradox of Narcissistic Leaders' Bright and Dark Sides: Motivational Climates Moderate the Relationship between Leader Narcissism and Follower Trust**

Narcissists are known to be opportunistic (Morf & Rhodewalt, 2001b). Thus, in relation to the dark and bright duality of leader narcissism, I sought to answer why narcissistic leaders can be perceived so differently by focusing on contexts in Chapter 3. In two separate studies, this chapter explored the differences in the outcome of leader narcissism from a contextual perspective. Specifically, I contrasted the moderating effects of performance and mastery climates on leader narcissism.

Firstly, Study 3 was a multi-source and multilevel study that examined how followers perceived narcissistic leaders in terms of trust in performance and mastery climates respectively. This is based on the insights that trust is a relational construct that reflects a leader's behaviors that are experienced by their followers (Whitener et al., 1998). Therefore, through follower trust, we can understand narcissistic leaders' behavioral trajectories in different motivational climates. It was

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<sup>4</sup> Two major reasons: 1) Research funding freeze; 2) Impossible to collect quality data with lockdown and furlough scheme in place.

found that, contrary to our stereotypical belief that narcissistic leaders are linked to negative outcomes by default, the data did not suggest a direct relationship between leader narcissism and negative follower trust. However, what was notable was that in contexts where performance climates were stronger, or where mastery climates were weaker, followers indicated a negative perception of their narcissistic leaders in terms of trust. As such, Study 3 provided the initial evidence that narcissistic leaders may be incentivized by different criteria to succeed as defined by the contexts, resulting in the differing outcomes.

Encouraged by the findings in Study 3, I conducted further studies in the form of an experimental vignette to investigate self-enhancement in the agentic and communal domains as mediators, and abusive supervision as the outcome. The aim was to explain how narcissistic leaders' perceptions of motivational climates influence their self-enhancement process that results in differing outcomes. In line with the current understanding that narcissists are more inclined to enhance in the agentic rather than the communal domain (Gebauer & Sedikides, 2018), Study 4a showed that narcissistic leaders enhanced more in the agentic domain with higher perceptions of performance climate where hyper-competition is encouraged, resulting in higher levels of abusive supervision tendencies. Study 4b demonstrated that given narcissistic leaders' predispositions, high levels of mastery climate, that defines success as being supportive, may not have been able to influence narcissistic leaders to shift their self-enhancement strategy in the communal domain. However, in contrast to narcissistic leaders' association with abusive supervision in low levels of mastery climates, such observations were not reflected in high levels of mastery climates. This implies that high mastery climates at least had a buffering effect on the externalization of the "dark side" of leader narcissism.

A notable contribution of Chapter 3 is the discovery of narcissistic leaders' responsiveness to the criteria of success in a context. Specifically, owing to a narcissist's predisposition to agentic but

not communal attributes (Gebauer et al., 2012; Luo et al., 2014), the findings of the studies showed that performance climates were more effective in moderating narcissistic leaders' behaviors towards the "dark side" as it activates the agentic self-enhancement process.

A further contribution to Chapter 3 is the clarification of the role of self-enhancement in the agentic and communal domains for narcissism (Nehrlich et al., 2019). Consistent with the established understanding that narcissists are more prone to self-enhance in the agentic rather than the communal domain, we found that narcissistic leaders positively reacted to the competitive nature of performance climates. On the other hand, although narcissistic leaders did respond to a more collaborative context presented by mastery climates, their adjustment to the self-enhancement process did not lead to a positive change in their behavioral outcomes that would be reflected in follower trust.

Nevertheless, limitations of this chapter should also be acknowledged. As mentioned, although Study 3 took place as a large-scale multilevel study to circumvent the potential disadvantages associated with single-source studies and student or panel samples (Etikan et al., 2016; Hitt et al., 2017), the cross-sectional nature renders it inappropriate for us to draw causal conclusions. Relatedly, both Studies 3 and 4 recorded the measures in one sitting, risking potential common method variance (CMV; Podsakoff & Organ, 1986; Richardson et al., 2009). Future studies could improve the research design with longitudinal studies or by introducing a time lag between the data collection (Reio, 2010).

In terms of how the interactive effect of leader narcissism and motivational climates affect narcissistic leaders' self-enhancement in the agentic and communal domains, the present research has suggested that narcissistic leaders are indeed sensitive and responsive to environmental cues to success. However, one potential improvement for future studies is to consider the multidimensional aspect of narcissism by including the narcissistic admiration and rivalry model (NARC; Back et al.,

2013). As discussed above, this model may be of particular relevance when investigating a narcissist's self-enhancement in the agentic and the communal domains: The rivalry facet that indicates the preoccupation to be superior may be relevant to self-enhancement in the agentic domain; the admiration facet noted by the need for recognition may be related to self-enhancement in the communal domain. Accordingly, when incorporated with motivational climates, the rivalry facet of narcissism may help an individual to thrive in performance climates, whereas the admiration facet of narcissism would help an individual to conform to mastery climates. Therefore, having uncovered narcissistic leaders' responsiveness to contexts, the present research can be leveraged by future studies to investigate the relationships between context, narcissism facets, and the self-enhancement process of a narcissist.

#### **4.4 Overarching Implications for Future Directions**

In this thesis, I examined leader narcissism as a personality trait. According to trait theorists, an individual's personality is assumed to be stable across different time and situations (Miller & Campbell, 2008). However, the paradox of narcissistic leaders as discussed suggests that a more nuanced approach to study leader narcissism is necessary. Therefore, as mentioned in the introduction, this thesis draws on Trait Activation Theory (TAT; Tett & Burnett, 2003) that asserts that people's traits and behaviors vary based on the context. Crucially, despite the contextual-based differences, the expressed behaviors are conditional upon a person's personality trait attributes (Tett & Burnett, 2003; Tett et al., 2013). Furthermore, it has also been argued that for a trait to be relevant in predicting behaviors in a given situation, the situation has to be relevant for the trait (Tett & Gutermann, 2000). As such, a situation without any relevance to the trait is incapable of predicting behavioral differences. Translating this to the present research, trait narcissism (including both grandiose and vulnerable subtypes) is typically highlighted by self-centredness, dominance, and

egocentricity (Dickinson & Pincus, 2003; Miller et al., 2017). This means that given their primary motive to achieve their personal goals and to show off their superiority (Cross et al., 2011), narcissistic leaders, be it grandiose or vulnerable, are predisposed to salient individual identity. As such characteristics are the core elements of trait narcissism, the difficulty to manipulate intrapersonal elements, as seen in Chapter 2, may not have come as a surprise. Nevertheless, the findings in Chapter 3 suggests that future research might benefit more by focusing on the contextual influences compared to intrapersonal buffers for leader narcissism. Indeed, the utility of using TAT to explain narcissistic leaders' behaviors have already been seen in a number of papers (e.g., Cragun et al., 2020; Liu et al., 2017). Looking forward, future research that seek to disentangle the dark and bright aspects of leader narcissism should be encouraged to explore the role of context to unlock the behavioral differences observed.

#### **4.5 Overarching Limitations**

To conclude, one limitation, especially pertaining to Chapter 2 is the issues in the conceptualization of narcissism and how that is measured. Chapter 2 examined the grandiose and the vulnerable subtypes of narcissism, which were measured with NPI-16 (Ames et al., 2006) and HSNS (Hendin & Cheek, 1997) respectively. However, as discussed earlier, these two measures were not specifically developed to account for how these two specific narcissistic subtypes converge and diverge. Although NPI-16 is widely used to measure both narcissism in general and grandiose narcissism, the scale, as well as its predecessor NPI-40 (Raskin & Terry, 1988) were created with the underlying theory that narcissists are grandiose yet fragile in their sense of self. This further contradicts the conceptualisation of grandiose narcissism and creates the inconsistencies in how the scale is used (e.g., as shown in how the same scale was used to measure both the grandiose narcissism in Chapter 2 and the general conceptualization of narcissism in Chapter 3). The mismatch

of theories and measures may mean that the conclusions are prone to inference errors (MacKenzie et al., 2005). Therefore, the lack of measurement scale that is grounded on the principle to differentiate the narcissistic subtypes may have limited the accuracies and the capacity to explore grandiose and vulnerable narcissism in the present research.

Another limitation inherent in the experimental studies in this thesis is to have participants report their perceived would-be responses to hypothetical scenarios in the form of self-reporting questionnaires. Not only does this affect the accuracies by not capturing the actual behaviors (Pager & Quillian, 2005), the recorded behavioral responses are considered proxies of the actual behaviors which can bring about a multitude of problems (Bank et al., 2021). For example, the use of questionnaires that records perceived behaviors limits the studies' ability to draw causal inferences (Bank et al., 2021). Moreover, using perceptions rather than actual behaviors to test a theory may weaken the conclusions drawn due to potential inaccuracies (Bank et al., 2021; Yammarino et al., 2020). One way to advance the methodology as suggested by Bank et al. (2021) is to examine real life data using data science techniques or qualitative methods by gathering behavioral insights from evidence such as videos, meeting transcripts, and speeches. If experiments are the only viable way to carry out a study (e.g., due to resource constraints), another way to move forward is to use objective measures to examine behavioral responses with a made-believe interactive task to circumvent the issues brought by perceived reactions in hypothetical scenarios (Wisse & Rus, 2012; Rietzschel et al., 2017).

#### **4.6 Managerial Implications**

The key takeaways from this thesis for organizations with narcissistic leaders are twofold. First, as shown by the literature, there is a growing recognition that narcissism is not a singular construct (Miller et al., 2017). As such, it is important for organizations not to dismiss leaders

exhibiting narcissistic behaviors to be “all the same”, but to ensure that steps are taken to understand the motivations and triggers behind each of these leaders’ behaviors. Second, and more importantly, the findings of Chapter 3 suggest that narcissistic leaders are malleable in their behaviors depending on the contexts. That is, if the overall organizational policies encourage support and collaboration amongst employees, that may have an impact on narcissistic leaders to tone down their undesirable behaviors so that they fulfil the organizational criteria of “success” (Wallace & Baumeister, 2002). As discussed, narcissistic leaders tend to strive for opportunities to be perceived as successful (Campbell & Campbell, 2009). However, paradoxically, without the right encouragement, narcissistic leaders’ dark side predispositions such as exploitativeness can prevail. Nevertheless, as found in Chapter 3, narcissistic leaders are sensitive to the success criteria of the organizational context that can be leveraged by organizations in practice. Therefore, taken together, understanding individual differences in what elicit each of the narcissistic leaders’ bright and the dark sides, and creating tailored plans to deal with them is crucial in encouraging positive behaviors. For instance, line managers of the narcissistic leaders can be trained to recognize the latter’s motivations and how they deal with feedback and criticism in order to set up the right incentives to encourage positive behaviors. The line managers and Human Resources may be trained to empathize different narcissistic leaders’ triggers and motivations to ensure that they place such leaders in the right team and in the right context to maximize the potential for positive impacts and minimize damages.

#### **4.7 Conclusion**

Overall, this thesis has focused on two aspects in considering the bright and dark side paradox of leader narcissism: i) disentangling the narcissistic subtypes and ii) examining the interactive effect of leader narcissism and contextual influences. Crucially, taken together, the wider managerial implication may be that it is important for organizations not to accept the negative

aspects of narcissistic leaders as “the way it is”. The present research highlights the malleability of effects of leader narcissism, particularly grandiose narcissism, and the potential for narcissistic leaders to show more positive sides of their personality with the right organizational policy and incentives. As such, organizations may benefit from consistent monitoring of employee feedback of their leaders and review the policies in place accordingly. Such top-down approach from the policy perspective to shape the right organizational climate to elicit positive behaviors may be fruitful in creating and strengthening a positive knock-down effect on narcissistic leaders, their followers, and the overall organizational performance.

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## Appendix A Experimental Vignette Materials for Study 1

### *Introduction:*

#### **You will now be presented with the scenario:**

Imagine that you have recently been promoted as a Team Manager in the consulting firm Think Box. Think Box has approximately 150 employees and 100 clients. Lately, the firm has not been able to meet its expected growth rate due to the lack of team cohesiveness. You are motivated to perform well by delivering good results and leading a cohesive team to earn your boss's approval in your new role and obtain bonuses.

The client in the key project is an innovative food company called Planty 4 Foodure which focuses on developing meat alternatives. They have asked you to design a strategy for the launch of their newest product, Soygood Sausage – a soy-based vegan sausage. Soygood Sausage has been designed with an emphasis on protein intake and has a reduced level of sodium compared to most meat alternatives in the market.

### *Scenario 1 – individual identity condition*

**In your new role as Team Manager**, you are responsible for meeting project deadlines. Your day-to-day functions include managing all aspects of the project. You are the first point of contact for the client, and you ultimately deliver solutions to the client's business challenges. Planty 4 Foodure is an important client with whom the firm seeks to secure a long-term relationship. You now manage a team of four associates and analysts, namely Jay, Vic, Kris and Mel.

Following the results of preliminary market research, the members of the Project Team are now meeting to determine how Soygood Sausage should be launched.

**Here are some selected quotes from the meeting:**

**You:** “Right, *my* reading of the results is this: in terms of the reasons why the participants choose meat alternatives... 47% made their decisions based on health, followed by 34% stating that they just want to try something new. However, *I am sure* soy products are also perceived negatively by some. For example, they associate it with a bad taste. So, with regards to the product image, *if you ask me, I think* it’s best to adopt a health and fitness identity – high protein and low sodium. To drive Soygood Sausage’s long-term success, *I really want* to develop strategies to educate the consumers about the benefits of soy protein and associate it with fitness. *I’d want to* make it seem like the future of food protein to also cater to those who are curious to try something new. What do you think?”

**Jay:** “Okay, but what about the taste? Only 8% of the participants indicated that they choose meat alternatives for their better taste. Let’s not forget that there are tons of meat free products made with non-soy based ingredients and they are generally not threatened by any association with a bad taste.”

**Kris:** “Jay is right! Let’s rename the product. Take the ‘Soy’ out and call it something like ‘Veggi good Sausage’. It’s still going to be a catchy name!”

**You:** “Well, although soy products in particular are associated with an unappetising taste, in general, non-vegetarians and non-vegans are still not fond of the whole meat alternatives idea because they are not trusted to taste good. There's a need to expand the consumer base through other means.”

**Mel:** “How about giving out some samples through Planty 4 Foodure’s existing distribution channels? Sure it’s costly, but it’s a way to convince Planty 4 Foodure to invest more money into the project.”

**Vic:** “Yeah good point Mel. I mean if taste is the major issue preventing most non-vegetarians and non-vegans from purchasing meat alternatives, what else would convince them to make the switch?”

**You:** “Frankly, *I think* the way to Soygood Sausage’s long-term success is not to depend on its taste – other innovative food companies are also focusing on that and have been quite successful. *I’m very sure* that the way forward is to educate the consumers about the benefits of soy proteins and identify the product as a health and fitness focused one. *I’d really like* to target a specific market niche.”

**Remember, it is important for you as a new Team Manager to secure a long-term relationship with Planty 4 Foodure.**

You are convinced that your team needs to follow your direction as it’s the best way to achieve successful results – you want to perform your best to prove that you are an excellent team manager.

*Scenario 2 – Collective identity condition*

**Within this project, your team** is responsible for meeting project deadlines. The day-to-day functions that your team works on include managing all aspects of the project, the team being the first point of contact for the client, and ultimately the team delivering solutions to the client's business challenges. Planty 4 Foodure is an important client with whom the team wants to secure a long-term relationship. You are now managing a team of four associates and analysts, namely Jay, Vic, Kris and Mel.

Following the results of preliminary market research, the members of the Project Team are now meeting to determine how Soygood Sausage should be launched.

**Here are some selected quotes from the meeting:**

**You:** "Right, so we can agree that the reading of the results is this: in terms of the reasons why the participants choose meat alternatives. 47% have made their decisions based on health, followed by 34% stating that they just want to try something new. However, we all know that soy products are also perceived negatively by some. For example, they associate it with a bad taste. So, with regards to the product image, I think it's best for us to adopt a health and fitness identity – high protein and low sodium. To drive Soygood Sausage's long-term success, we really want to develop strategies to educate the consumers about the benefits of soy protein and associate it with fitness. We'd really make it seem like the future of food protein to also cater to those who are curious to try something new. What do you think?"

**Jay:** “Okay, but what about the taste? Only 8% of the participants indicated that they choose meat alternatives for their better taste. Let’s not forget that there are tons of meat free products made with non-soy based ingredients and they are generally not threatened by any association with a bad taste.”

**Kris:** “Jay is right! Let’s rename the product. Take the ‘Soy’ out and call it something like ‘Veggielicious Sausage’. It’s still going to be a catchy name!”

**You:** “Well, although soy products in particular are associated with an unappetising taste, in general, non-vegetarians and non-vegans are still not fond of the whole meat alternatives idea because they are not trusted to taste good. There's a need to expand the consumer base through other means.”

**Mel:** “How about giving out some samples through Planty 4 Foodure’s existing distribution channels? Sure it’s costly, but it’s a way to convince Planty 4 Foodure to invest more money into the project.”

**Vic:** “Yeah good point Mel. I mean if taste is the major issue preventing most non-vegetarians and non-vegans from purchasing meat alternatives, what else would convince them to make the switch?”

**You:** “Frankly, we know the way to Soygood Sausage’s long-term success is not to depend on its taste – other innovative food companies are also focusing on that and have been quite successful. Our team can pave the way by educating the consumers about the benefit of soy proteins and identify the product as a health and fitness focused one. We’d be able to target a specific market niche. After all, we at Think Box are known for creating sustainable strategies.”

**Remember, it is important for you as a new Team Manager** to secure a long-term relationship with Planty 4 Foodure.

You feel that *the team* is very important to you and that *you want to strive together with the team* to achieve successful results by following the direction you have suggested.

*Scenario 4 – control condition*

**As a Team Manager for this project**, the responsibilities include meeting project deadlines and managing all aspects of the project. Team manager is the first point of contact for the client, who ultimately delivers solutions to the client’s business challenges. Planty 4 Foodure is an important client with whom the firm seeks to secure a long-term relationship. The team consists of four associates and analysts, namely Jay, Vic, Kris and Mel.

Following the results of preliminary market research, the members of the Project Team are now meeting to determine how Soygood Sausage should be launched.

**Here are some selected quotes from the meeting:**

**You:** “Right, the reading of the result is this: in terms of the reasons why the participants choose meat alternatives. 47% made their decisions based on health, followed by 34% stating that they just want to try something new. However, soy products are also perceived negatively by some. For example, they associate it with a bad taste. So, with regards to the product image, let’s adopt a health and fitness identity – high protein and low sodium. To drive Soygood Sausage’s long-term success, strategies should be developed to educate the consumers about the benefits of soy protein

and associate it with fitness; really make it seem like the future of food protein to also cater to those who are curious to try something new.”

**Jay:** “Okay, but what about the taste? Only 8% of the participants indicated that they choose meat alternatives for their better taste. Let’s not forget that there are tons of meat free products made with non-soy based ingredients and they are generally not threatened by any association with a bad taste.”

**Kris:** “Jay is right! Let’s rename the product. Take the ‘Soy’ out and call it something like ‘Veggi good Sausage’. It’s still going to be a catchy name!”

**You:** “Well, although soy products in particular are associated with an unappetising taste, in general, non-vegetarians and non-vegans are still not fond of the whole meat alternatives idea because they are not trusted to taste good. There's a need to expand the consumer base through other means.”

**Mel:** “How about giving out some samples through Planty 4 Foodure’s existing distribution channels? Sure it’s costly, but it’s a way to convince Planty 4 Foodure to invest more money into the project.”

**Vic:** “Yeah good point Mel. I mean if taste is the major issue preventing most non-vegetarians and non-vegans from purchasing meat alternatives, what else would convince them to make the switch?”

**You:** “Okay, let’s assume the way to Soygood Sausage’s long-term success is not to depend on its taste – other innovative food companies are also focusing on that and have been quite successful.

Why not combine the taste with the emphasis on the benefits of soy proteins? That way Soygood Sausage can stand out while targeting a specific market niche.”

**Remember, it is important for you as a new Team Manager to secure a long-term relationship with Planty 4 Foodure.**

*End of the story – same for all four conditions*

**It's been six week since the meeting and the Soygood sausage is finally launched with the advice you and your Project Team have provided.**

Although the strategy isn't what you had initially wanted - you made some compromises in order to put things together - you are relieved that it's finally over but feel a bit uncertain.

**As you are going through your emails casually, your boss asks to meet for something urgent.**

**Here's an extract of what your boss has said:**

"So I just received a call from Planty 4 Foodure. They're not very happy with the initial sales results. They are actually making a loss having invested so much money into the project! I know you've worked hard, but I can't say that I'm not disappointed in your performance. Now, you need to get your team together and find a way to rectify the problem as soon as possible."

### Appendix B Study 1 Main Effects

**Table 12 Study 1 Narcissism-Abusive Supervision Main Effect (H1)**

	<i>b</i>	<i>SE B</i>	<i>t</i>	<i>p</i>
constant	0.78	0.46	1.68	.096

Grandiose narcissism	0.39	0.06	0.59	.556
Vulnerable narcissism	0.41	0.16	2.56	.012*

Note.  $N = 73$

**Table 13 Study 1 Narcissism-Workplace Deviance Main Effect (H2a and H2b)**

	<i>b</i>	<i>SE B</i>	<i>t</i>	<i>p</i>
constant	0.66	0.29	2.28	.025
Grandiose narcissism	-0.065	0.41	-0.12	.909
Vulnerable narcissism	0.32	0.10	3.12	.002*

Note.  $N = 73$

**Table 14 Study 1 Narcissism-Workplace Incivility Main Effects (H3a and H3b)**

	<i>B</i>	<i>SE B</i>	<i>t</i>	<i>p</i>
constant	0.50	0.41	1.22	.224
Grandiose narcissism	0.22	0.59	0.37	.714
Vulnerable narcissism	0.63	0.14	4.39	<.001*

Note.  $N = 73$

### Appendix C Study 1 Moderation Effects of Individual Identity

**Table 15 Vulnerable Narcissism\*Individual Identity on Abusive Supervision (H5)**

	<i>b</i>	<i>SE B</i>	<i>t</i>	<i>p</i>
constant	1.983	0.11	18.28	<.001
Vulnerable narcissism (centred)	0.412	0.16	2.56	.012*
Individual identity (centred)	-0.209	0.18	-1.18	.241
Vulnerable narcissism*Individual	-0.373	0.30	-1.25	.214

identity

Note.  $N = 73$ ;  $R\text{-sq} = .097$ . Dependent variable is abusive supervision.

**Table 16 Grandiose Narcissism\*Individual Identity on Workplace Deviance (H5b)**

	<i>b</i>	<i>SE B</i>	<i>t</i>	<i>p</i>
constant	1.53	0.07	23.09	<.001
Grandiose narcissism				
(centred)	0.22	0.41	0.54	.592
Individual identity (centred)	-0.41	0.11	-3.61	.001*
Grandiose narcissism*Individual identity	0.86	0.43	1.98	.051

Note.  $N = 73$ ;  $R\text{-sq} = .132$ . Dependent variable is workplace deviance.

**Table 17 Vulnerable Narcissism\*Individual Identity on Workplace Deviance (H6a)**

	<i>b</i>	<i>SE B</i>	<i>t</i>	<i>p</i>
constant	1.50	0.07	23.28	<.001
Vulnerable narcissism				
(centred)	0.28	0.10	2.90	.005
Individual identity (centred)	-0.33	0.11	-3.14	.002*
Vulnerable narcissism*Individual identity	-0.34	0.18	-1.92	.058

Note.  $N = 73$ ;  $R\text{-sq} = .198$ . Dependent variable is workplace deviance.

**Table 18 Vulnerable Narcissism\*Individual Identity on Workplace Incivility (H7a)**

	<i>b</i>	<i>SE B</i>	<i>t</i>	<i>p</i>
constant	2.30	0.10	23.54	<.001
Vulnerable narcissism				
(centred)	0.64	0.15	4.40	<.001*
Individual identity (centred)	-0.02	0.16	0.13	0.90

Vulnerable

narcissism\*Individual

identity -0.04 0.27 -0.17 0.87

*Note.*  $N = 73$ ;  $R\text{-sq} = .181$ . Dependent variable is workplace incivility.

**Table 19 Grandiose Narcissism\*Individual Identity on Workplace Incivility (H7b)**

	<i>b</i>	<i>SE B</i>	<i>t</i>	<i>p</i>
constant	2.31	0.11	21.97	<.001
Grandiose narcissism				
(centred)	0.67	0.65	1.04	0.30
Individual identity (centred)	-0.18	0.18	-1.02	0.31
Grandiose				
narcissism*Individual identity	0.70	0.68	1.02	0.31

*Note.*  $N = 73$ ;  $R\text{-sq} = .026$ . Dependent variable is workplace incivility.

#### Appendix D Study 1 Moderation Effects of Collective Identity

**Table 20 Grandiose Narcissism\*Collective Identity on Workplace Deviance (H8)**

	<i>b</i>	<i>SE B</i>	<i>t</i>	<i>p</i>
constant	1.52	0.07	21.23	<.001
Grandiose narcissism				
(centred)	0.12	0.44	0.28	0.78
Collective identity (centred)	-0.05	0.08	-0.60	0.55
Grandiose				
narcissism*Collective identity	-0.37	0.52	-0.72	0.48

*Note.*  $N = 73$ ;  $R\text{-sq} = .011$ . Dependent variable is workplace deviance.

**Table 21 Grandiose Narcissism\*Collective Identity on Workplace Incivility (H9)**

	<i>b</i>	<i>SE B</i>	<i>t</i>	<i>p</i>
constant	2.30	0.11	21.56	<.001
Grandiose narcissism	0.53	0.65	0.81	.423

(centred)				
Collective identity (centred)	-0.12	0.12	-0.97	.337
Grandiose narcissism*Collective identity	-0.39	0.78	-0.50	.618

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*Note.*  $N = 73$ ;  $R\text{-sq} = .023$ . Dependent variable is workplace incivility.

## Appendix E Study 2 Time 2 Questionnaire

**Introduction: Thank you for agreeing to proceed with the survey. You are now invited to complete two separate sections independent from each other. Firstly, Section one consists of a short written task followed by some questions that will help us understand you better.**

### **1. Individual level condition**

We often perform tasks that we enjoy on our own: We work individually on job assignments, we complete individual exercises for a course that we attend, we exercise by ourselves etc.

Please think about tasks that you enjoy doing on your own and independently. Describe in 8-10 sentences what you think and how you feel about performing such individual tasks. When you write the description, include details such as:

- Why are individual tasks important?
- What are the qualities that make you good at performing tasks on your own?
- What are your intentions when you perform individual tasks?
- Why do you like working by yourself?

Please note that we are asking about your opinion (there are no right or wrong answers).

## 2. Collective level condition

We often perform tasks that we enjoy as a group: We work collectively on job assignments, we complete group exercises for a course that we attend, we exercise with a team, etc.

Please think about tasks you enjoy doing as a group and interdependently. Describe in 8-10 sentences what you think and how you feel about performing such group tasks. When you write the description, include details such as:

- Why are group tasks important?
- What are the group's qualities that make it good at performing a group tasks?
- What are the group's intentions when you perform tasks together?
- Why do you like working in a group?

Please note that we are asking about your opinion (there are no right or wrong answers).

## 3. Control condition

At this moment you may be sitting in your living room, at your office desk, or somewhere else while doing this survey.

Please notice the environment around you. Describe in 8-10 sentences where you are and how the place is like. When you write the description, include details such as:

- Why are you at the current location now?
- What kind of characteristics does the location have?

- What is usually being done in the current location?
- Why do you like/dislike about the current location?

Please note that we are asking about your opinion (there are no right or wrong answers).

### **Manipulation check**

#### Fact-checking:

Please identify the written task completed at the beginning of the survey. Pick one of the following answers as appropriate:

1. I wrote about what I think and how I feel about performing tasks on my own.
2. I wrote about what I think and how I feel about performing tasks in groups.
3. I wrote about where I am at the moment and what my current location is like.

#### Feeling:

***1 – 5 Likert scale: 1 – not at all descriptive; 2 – slightly descriptive; 3 – somewhat descriptive; 4 – moderately descriptive; 5 – extremely descriptive***

Thinking back to the essay that you just wrote, please rate the extent to which each of the following statement describes how you felt about at this moment.

1. I feel focused on tasks I've performed on my own.
2. I feel focused on tasks I've performed with others in a group.
3. I am aware of the reasons why I like working by myself.
4. I am aware of the reasons why I like working in groups.

**Introduction to the vignette:**

**Thank you for completing Section one.**

**You will now proceed to Section two. This Section is a separate task in which you are invited to immerse yourself in a workplace scenario. After the scenario, you will be invited to answer a set of relevant questions.**

**Vignette scenario**

Imagine that you and your colleagues Jay, Vic, Kris and Mel are working in a small consulting firm. You will be leading the very first project for a client company called Planty 4 Foodure. Planty 4 Foodure is a company working to develop meat alternatives. You are motivated to do this job well and deliver the best results in order to secure a long-term relationship with this client.

Planty 4 Foodure has asked you to design a strategy for the launch of their newest product, Soygood Sausage. Soygood Sausage is a soy-based vegan sausage that has been designed with an emphasis on protein intake. It also has a reduced level of sodium compared to most meat alternatives in the market.

At the first project meeting, you initially proposed that based on the consumer research study, Soygood Sausage should adopt a health and fitness approach for its long-term success. However, your team members were more keen on emphasising the taste aspect by giving out samples through Planty 4 Foodure's existing distribution channel, which would be costly.

In the end, it was decided that Planty 4 Foodure needed to be persuaded to invest more money for the product launch to cover the cost of sample distributions. Planty 4 Foodure agreed and Soygood Sausage was subsequently launched.

A few weeks after the product launch, you received an email from Planty 4 Foodure. The following is an extract of the email.

"We are very disappointed at the initial sales results, despite investing heavily on marketing as per your suggestion. We trusted your judgement and increased the budget to allow for sample distributions and expected a much better performance from you and your team. These are not the kind of results we hoped for after having paid a team of expert consultants led by you. We would like the problem to be rectified as soon as possible or we will consider terminating the contract."

**Response items [1-5 point Likert Scale, 1-extremely unlikely, 5-extremely likely]**

**Thank you for immersing yourself in the scenario. When you answer the following questions, please imagine how you would react following Planty 4 Foodure's email in relation to the Soygood Sausage project and the team.**

**Abusive Supervision**

In this situation...

1. I would remind the team of their mistakes and failures in the project.
2. I would make comments on the team's incompetence to other people.

3. I would blame the team to save myself from embarrassment.
4. I would tell the team that their suggestion to distribute Soygood Sausage samples was a bad idea.

### Workplace Deviance Scale

In this situation...

1. I would say something hurtful to the team members about the project
2. I would curse at the team
3. I would lose my temper at the team
4. I would act rudely towards the team

### Workplace Incivility Scale

In this situation...

1. I would put the team down
2. I would start showing little interest in the team's opinions on the project
3. I would see myself making demeaning or derogatory remarks about the team
4. I would express my doubt over the team's judgements

### Transformational leadership

In this situation...

1. I would help the team to develop their strengths
2. I would go beyond self-interest for the good of the team

3. I would talk optimistically about the future of the project with the team despite the initial results
4. I would talk enthusiastically about what needs to be accomplished next for the project
5. I would articulate a compelling vision of the future of the project
6. I would express confidence that goals for both the team and the client would be achieved

### Appendix F Study 2 Confirmatory Factor Analysis

**Table 22 Study 2 CFA Factor Loadings - Models 1 and 2**

Grandiose narcissism items	Model 1 (1-factor)	Model 2 (2-factor)
1 I know that I am good because everybody keeps telling me so	0.09	0.09
2 I like to be the centre of attention	0.32	0.32
3 I think I am a special person	-0.01	-0.01
4 I like having authority over people	0.09	0.09
5 I find it easy to manipulate people	0.06	0.05
6 I insist upon getting the respect that is due me	-0.04	-0.04
7 I am apt to show off if I get the chance	0.13	0.13
8 I always know what I am doing	0.02	0.01
9 Everybody likes to hear my stories	0.08	0.08
10 I expect a great deal from other people	0.07	0.06
11 I really like to be the centre of attention	0.35	0.35
12 People always seem to recognise my authority	0.08	0.08
13 I am going to be a great person	0.06	0.06
14 I can make anybody believe anything I want them to	0.06	0.06

15	I am more capable than other people	0.02	0.01
16	I am an extraordinary person	0.16	0.06

---

Vulnerable narcissism items

---

1	I can become entirely absorbed in thinking about my personal affairs, my health, my cares or my relations to others	0.21	0.37
2	My feelings are easily hurt by ridicule or the slighting remarks of others	-0.14	0.88
3	When I enter a room I often become self-conscious and feel that the eyes of others are upon me	-0.39	0.51
4	I dislike sharing the credit of an achievement with others	-0.12	0.29
5	I feel that I have enough on my hands without worrying about other people's troubles	0.11	0.36
6	I feel that I am temperamentally different from most people	-0.03	0.40
7	I often interpret the remarks of others in a personal way	-0.07	0.84
8	I easily become wrapped up in my own interests and forget the existence of others	0.15	0.52
9	I dislike being with a group unless I know that I am appreciated by at least one of those present	0.08	0.57
10	I am secretly "put out" or annoyed when other people come to me with their troubles, asking me for my time and sympathy	0.00	0.27

---

*Note.*  $N = 157$ . Time 1 data.

**Table 23 Study 2 CFA Factor Loadings - Models 3 and 4**

		Factor loading	
		Model 3 (4-factor)	Model 4 (1-factor)
Workplace deviance items			
1.00	I would say something hurtful to the team members about the project	0.70	0.68
2.00	I would curse at the team	0.62	0.52
3.00	I would lose my temper at the team	0.67	0.54
4.00	I would act rudely towards the team	0.63	0.58
Abusive supervision items			

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1.00	I would remind the team of their mistakes and failures in the project	0.71	0.61
2.00	I would make comments on the team's incompetence to other people	0.65	0.61
3.00	I would blame the team to save myself from embarrassment	0.51	0.53
4.00	I would tell the team that their suggestion to distribute Soygood Sausage samples was a bad idea	0.69	0.61
Workplace incivility items			
1.00	I would put the team down	0.63	0.62
2.00	I would start showing little interest in the team's opinions on the project	0.63	0.62
3.00	I would see myself making demeaning or derogatory remarks about the team	0.50	0.49
4.00	I would express doubt over the team's judgement	0.73	0.71
Transformational leadership			
1.00	I would help the team to develop their strengths	0.42	-0.24
2.00	I would go beyond self-interest for the good of the team	0.40	-0.28
3.00	I would talk optimistically about the future of the project with the team despite the initial results	0.40	-0.26
4.00	I would talk enthusiastically about what needs to be accomplished next for the project	0.39	-0.22
5.00	I would articulate a compelling vision of the future of the project	0.43	-0.29
6.00	I would express confidence that goals for both the team and the client would be achieved	0.48	-0.30

*Note.*  $N = 157$ . Time 2 data.

**Appendix G Study 2 Moderation Analyses with Individual and Collective Identity for NARQ**

**Table 24 Study 2 Moderation Analyses NARQ\*Individual and Collective Identities**

Outcome	Predictor	<i>b</i>	<i>SE</i>	Beta	<i>t</i>	Sig.
Abusive Supervision	(constant)	0.521	0.752		0.692	0.490
	Admiration	-0.128	0.141	-0.128	-0.910	0.364
	Rivalry	0.395	0.174	0.325	2.270	0.025
	Admiration*Individual Identity	0.033	0.189	0.072	0.176	0.860
	Rivalry*Individual Identity	0.093	0.218	0.139	0.428	0.669
	Admiration*Collective Identity	0.154	0.182	0.352	0.844	0.400
Workplace Deviance	Rivalry*Collective Identity	-0.125	0.239	-0.187	-0.525	0.600
	(constant)	0.203	0.738		0.275	0.784
	Admiration	-0.144	0.138	-0.156	-1.043	0.299
	Rivalry	0.234	0.171	0.207	1.371	0.173
	Admiration*Individual Identity	0.119	0.186	0.279	0.643	0.521
	Rivalry*Individual Identity	-0.053	0.214	-0.085	-0.248	0.804
Workplace Incivility	Admiration*Collective Identity	0.104	0.179	0.257	0.582	0.561
	Rivalry*Collective Identity	-0.183	0.234	-0.294	-0.780	0.437
	(constant)	-0.701	0.699		-1.003	0.318
	Admiration	0.052	0.131	0.057	0.399	0.690
	Rivalry	0.367	0.162	0.326	2.267	0.025
	Admiration*Individual Identity	-0.348	0.176	-0.815	-1.978	0.050
	Rivalry*Individual Identity	0.116	0.203	0.187	0.575	0.567
	Admiration*Collective Identity	-0.039	0.169	-0.096	-0.228	0.820
	Rivalry*Collective Identity	-0.097	0.222	-0.156	-0.436	0.663

Transformational Leadership	(constant)	4.602	0.440		10.460	0.000
	Admiration	0.112	0.082	0.184	1.366	0.174
	Rivalry	-0.233	0.102	-0.313	-2.290	0.023
	Admiration*Individual Identity	0.116	0.111	0.413	1.052	0.294
	Rivalry*Individual Identity	-0.162	0.128	-0.393	-1.270	0.206
	Admiration*Collective Identity	0.059	0.106	0.221	0.555	0.580
	Rivalry*Collective Identity	-0.022	0.140	-0.053	-0.154	0.878

---

*Note.*  $N = 157$ . Time 2 data.

## Appendix H Study 4 Material

Thank you for your interest in our study. The aim of the study is to see how people react and behave in certain workplace situations.

Participation in this study is voluntary, and you can withdraw your participation at any time. The reward for completing this survey is £1.

The study has been ethically approved by Durham University Business School (United Kingdom) and is in line with the ethical guidelines of the American Psychological Association. This study is confidential and will not ask you to provide any personal details such as your name or email address. The information collected will only be used for research purposes. It will not be used in a manner which would allow any identification of your individual responses.

In the following survey, we will first invite you to answer some questions about yourself. Then, you will read about a situation at work and to respond to a series of questions afterwards. In total, this will take up to 8 minutes.

Please indicate whether you understand the study instructions and want to proceed with the survey.

- Yes, I understand the instructions and would like to continue.
- No, I do not wish to continue with the survey.

1. Please enter your Prolific ID.

**Narcissism (NPI):**

Please think carefully about the statements below and how they reflect you as a person. Rate each statement from 1 to 5 (1 - Very untrue of me; 5 = Very true of me).

1. I know that I am good because everybody keeps telling me so.
2. I like to be the centre of attention.
3. I think I am a special person.
4. I like having authority over people.
5. I find it easy to manipulate people.
6. I insist upon getting the respect that is due me.
7. I am apt to show off if I get the chance.
8. I always know what I am doing.
9. Everybody likes to hear my stories.
10. I expect a great deal from other people.
11. I really like to be the centre of attention.
12. People always seem to recognise my authority.
13. I am going to be a great person.
14. This is a question to ensure that participants are paying close attention to the survey. Please select "very true of me" for this question.
15. I can make anybody believe anything I want them to.
16. I am more capable than other people.
17. I am an extraordinary person.

On the next page, you will be presented with a situation at work. Please read the scenario carefully and immerse yourself fully in the situation. Think about how you would feel, think and act if you were in that situation.

**High Performance Climate Scenario:**

Imagine that you are a supervisor at PBF, a large multinational company in the fast-moving consumer goods (FMCG) sector. Your team consists of 17 subordinates and yourself.

- The climate in your company is very competitive.
- Only the top achievers have the chance to get rewarded and promoted.
- Moreover, these top achievers are singled out as heroic examples of excellent performance. Only they are appreciated.
- Internal competition among employees is not only encouraged but actively promoted; individual performances get ranked in comparison to others. When it comes to performance evaluation, no other criteria other than individual performance are taken into account.
- Everyone in your company (including you and your subordinates) is aware of this organisational climate.
- Therefore, there is substantial competitive rivalry among employees at all levels.
- If you want personal glory in this organisation, you definitely have to outperform others.

**Low Performance Climate Scenario:**

Imagine that you are a supervisor at PBF, a large multinational company in the fast-moving consumer goods (FMCG) sector. Your team consists of 17 subordinates and yourself.

- The climate in your company is not very competitive.
- A fair number of people have a chance to get rewarded and promoted.
- Moreover, top achievers are not singled out as heroic examples of excellent performance. Instead, all those who perform are appreciated.

- Internal competition among employees is not encouraged or promoted; individuals' performances rarely get ranked in comparison to others. When it comes to performance evaluation, criteria other than individual performance are also taken into account.
- Everyone in your company (including you and your subordinates) is aware of this organisational climate.
- Therefore, there is no competitive rivalry among employees at any levels.
- If you want personal glory in this organisation, you do not have to outperform others.

**High Mastery Climate Scenario:**

Imagine that you are a supervisor at PBF, a large multinational company in the fast-moving consumer goods (FMCG) sector. Your team consists of 17 subordinates and yourself.

- The climate in your company is very collaborative.
- All employees have a chance to get rewarded and promoted. Individuals' performances are judged on their own merits, regardless of how others are performing. Therefore, the organisation and the employees have a strong focus on developing individual skills and competencies.
- Everyone at the company is made to feel that they have an important role in the work process.
- Cooperation and mutual exchange of knowledge are strongly encouraged and actively promoted.
- Everyone in your company (including you and your subordinates) is aware of this organisational climate,
- Therefore, there is a constant sense of collaborative spirit throughout the entire organisation.
- If you want personal glory in this organisation, showing that you are a real team player is definitely a requirement.

**Low Mastery Climate Scenario:**

Imagine that you are a supervisor at PBF, a large multinational company in the fast-moving consumer goods (FMCG) sector. Your team consists of 17 subordinates and yourself.

- The climate in your company is not very collaborative.
- Some employees have a chance to get rewarded and promoted. Individuals' performances are judged on their own merits to some extent, but other criteria are sometimes also taken into account. Therefore, the organisation and the employees have a limited focus on developing their individual skills and competencies.
- In general, employees are not necessarily made to feel that they have an important role in the work process.
- Cooperation and mutual exchange of knowledge is not really encouraged or actively promoted.
- Everyone in your company (including you and your subordinates) is aware of this organisational climate.
- Therefore, the sense of collaborative spirit throughout the entire organisation is weak.
- If you want personal glory in this organisation, showing that you are a real team player is not a requirement.

**Manipulation Check (Performance Climate):**

Based on the scenario above, please rate how accurately each of the following statements describes this workplace (1 - strongly disagree; 7 - strongly agree).

In this organisation, PBF...

1. Rivalry between employees is encouraged.
2. It is important to achieve better than others.
3. Work accomplishments are measured based on the comparisons with those of coworkers'.

**Manipulation Check (Mastery Climate):**

Based on the scenario above, please rate how accurately each of the following statements describes this workplace (1 - strongly disagree; 7 - strongly agree).

In this organisation, PBF...

1. Cooperation and mutual exchange of knowledge are encouraged.
2. One of the goals is to make each individual feel that he/she has an important role in the work process.
3. Each individual's learning and development is emphasised.

*If you were to find yourself in the situation we have just described, you might be inclined to behave and feel a certain way. Please think carefully about how you would respond to this workplace scenario if you were a supervisor at PBF – how you would interact and work with others. Then, indicate the extent to which each of the following statements represents how you think you would act in the described situation.*

**Agency**

Please answer the following questions honestly, spontaneously and true to how you - as being yourself - would respond.

In this organisation, PBF, I would make sure that my subordinates see me as... (1 - completely disagree; 7 - completely agree).

1. Assertive
2. Active
3. Energetic

4. Outspoken
5. Dominant
6. Enthusiastic

### **Communion**

Please answer the following questions honestly, spontaneously and true to how you - as being yourself - would respond.

In this organisation, PBF, I would make sure that my subordinates see me as... (1 - completely disagree; 7 - completely agree).

1. Kind
2. Friendly
3. Generous
4. Cooperative
5. Pleasant
6. Affectionate

### **Abusive Supervision (Shaw et al., 2011):**

Please answer the following questions honestly, spontaneously and true to how you - as being yourself - would respond.

In this organisation, PBF... (1 - completely disagree; 7 - completely agree).

1. I would lie.
2. I would act in an unethical manner.

3. I would rarely act with a higher level of integrity.
4. I would take credit for the work that others do.
5. I would blame others for my own mistakes.
6. I would spend a lot of time promoting myself.

**Abusive Supervision (Tepper, 2007):**

Please answer the following questions honestly, spontaneously and true to how you - as being yourself - would respond.

In this organisation, PBF... (1 - completely disagree; 7 - completely agree).

1. I would ridicule others.
2. I would remind people of their mistakes and failures.
3. I would not give people credit for jobs requiring a lot of effort.
4. I would blame others to save myself embarrassment.
5. I would tell others that they are incompetent.

## Appendix I Ethics Forms (Study 1)

# Ethical Assessment Form

*The purpose of ethical review is to ensure that any ethical risks are managed appropriately, and to protect those involved. It is not intended to prevent work, but to ensure that risks have been suitably identified and addressed in the design of the project. This form is intended to assist review in line with the University's ethics policy, to identify possible risks and to gather further information where needed. The form will automatically direct you to the most appropriate review panel (if required).*

*In the first section you will provide the key project information, and you will then be asked to confirm whether your project involves any considerations which the University has identified as areas of potential ethical risk. If you select any of these areas you will be directed to some further screening questions to identify whether your project involves any significant risk areas. If your project does not involve any significant risk areas your project will not require any further review: you will be directed to the declaration and the process will be complete.*

*If your project does involve a significant risk area, you will be asked to complete some further questions relevant to the risks you have selected. Once you submit the form, it will be directed to the relevant review process. This process will vary according to the type of risk, and you can find further information at*

*<https://www.dur.ac.uk/research.innovation/governance/ethics/process/>.*

### Further guidance

*If you encounter any problems in using the form, please refer to the [user guides](#). For further support, contact [research.policy@durham.ac.uk](mailto:research.policy@durham.ac.uk).*

## Overview

*This section is designed to collect the key project information.*

Applicant	ZOU, LEAH L.
Preferred Name	<input type="text" value="Leah"/>
Applicant Email	<input type="text" value="leah.l.zou@durham.ac.uk"/>
Department/School to which this application relates	<u>Business School</u>
Status	<u>Postgraduate Research</u>
Student ID	<input type="text"/>
Supervisor or module leader	BRAUN, SUSANNE H.

**Students on the Durham and EBS Executive MBA Programme ONLY:** If your supervisor is from EBS, please select the Durham programme director as your supervisor above, and enter the name of your EBS supervisor below.

Title of Project

Leader's levels of identity - vignette

Type of Project

Research / Scholarship

Expected Start Date

27/11/2019

Expected End Date

31/05/2020

Does the project involve external funding?



Yes



No

## Ethical Considerations

**The purpose of this section is to highlight whether your project involves any of the potential risk areas identified by the University. If you're not sure then select the area(s) that you think may apply and review the further screening questions.**

Does the project involve any of the following? (please tick all that apply):



a) Living human participants/subjects, data about living individuals<sup>1</sup>, or human tissue from living or deceased subjects.

<sup>1</sup>This includes both primary data (i.e. data you intend to collect directly) and secondary data (i.e. data already collected by others).



b) NHS or Social Care, including staff, patients, data or facilities.



c) A 'protected animal' as defined by the Animals (Scientific Procedures) Act<sup>2</sup>

<sup>2</sup>The Act defines protected animals as: 'all living vertebrates, other than man, and any living [cephalopod](#). Fish and amphibians are protected once they can feed independently and cephalopods at the point when they hatch. Embryonic and foetal forms of mammals, birds and reptiles are protected during the last third of their gestation or incubation period.'



d) Study of an organisation categorised as terrorist or violent extremist, or viewing or usage of materials that are subject to statute (e.g. Official Secrets Act / Counter-Terrorism and Security Act) or otherwise illegal.



e) Environmental implications, including any significant potential risk to a physical environment or material culture (including artefacts).



f) International partners or work undertaken outside of the European Economic Area (EEA).



g) Outputs which may be subject to export controls and which could: breach the UK's international commitments; present a risk to security; raise other significant ethical concerns, e.g. abuse of human rights, terrorism, contribution to conflict; or hamper sustainable development.

- h) Source of funding / resource (e.g. materials) or collaborator which raises ethical concerns. This includes (but is not limited to) organisations engaged with or closely connected to any of the following: arms manufacture, fossil fuel extraction, tobacco, alcohol, gambling or pornography.
- i) Any actual, potential or perceived conflict of interest.
- j) Other (please give details in the relevant section of the form)
- k) None of the above

Will you (or any other staff or student) travel or work outside Durham for the purposes of this project?  Yes  No

### Purpose of application

Please select the option which best applies:

- New project
- Amendment to a project which has received ethical approval
- Full application following provisional ethical approval / pre-funding application
- Continuation of a project which has received ethical approval (request for renewal)
- Other (please specify)

### Project Summary

Please provide a summary of the project, including its purpose, rationale, design and methods, making clear any expected benefits (this should be written in a way that would be intelligible to non-specialists).

This will take place as an experimental vignette study. The purpose is to do manipulation checks of the four scenarios which will be randomly assigned to the participants. The responses will be recorded in the form of survey. The results will help to determine the viability of the whole project.

*The applicant has indicated that they have uploaded documentation providing additional detail of the project proposal or methodology. [Open the accompanying documents folder.](#)*

### External ethical approval

- Do either of the following apply to your project?  Yes  No
- The project requires ethical approval from an external body
  - The project has already received ethical approval from an external body

### Screening Questions

***The purpose of this section is to identify whether your project involves any of the higher risk factors relating to the areas you have selected. If you are unsure whether any of the factors apply, then seek further advice from your departmental ethics convenor, or from Research***

**and Innovation Services (research.policy@durham.ac.uk)**

### HUMAN PARTICIPANTS / DATA / TISSUES

*Please indicate which of the following are involved in your project (tick all that apply):*

- a. Human participants / subjects. This includes primary data collection e.g. through interaction, observation or provision of data by individuals.
- b. Secondary data that includes data relating to living individuals
- c. Physical samples from humans / Human tissue

*Does the project involve any of the following risk factors?*

a) The intentional recruitment of participants in any of the following categories / raising the following issues: Children or Minors (participants aged 17 years or under); Vulnerable adults*; People in custody or on parole; Welfare recipients; People engaged in illegal activity (e.g. drug taking); Communication issues may arise due to the language in which the study is conducted; Small sample sizes where anonymisation is impractical.	Yes
<i>* Vulnerable adults are defined as those who are relatively or absolutely incapable of protecting their own interests, or those in unequal relationships; e.g. people with learning or communication disabilities; people with dementia; participants who are subordinate to the researcher(s) in a context outside the</i>	
b) The project requires the co-operation of a 'gatekeeper' for initial access to the groups or individuals to be recruited (e.g. students at school, members of a self-help group, residents of a nursing home).	Yes No
c) Participants will take part in the study without full knowledge and consent at the time. <i>(Please note that this includes observation of public behaviour, whether covert or overt, in any space other than those where people would expect to be observed by strangers. It also includes collection of data without consent from interactive online spaces such as chat rooms and forums.)</i>	Yes No
d) Deliberately misleading participants.	Yes No
e) A potentially sensitive topic, including e.g. collection or analysis of data relating to racial/ethnic origin, politics, religious beliefs, Trade Union membership, physical or mental health, sexual activity or orientation, illegal activities.	Yes No
f) Risk to participants of physical or psychological harm, discomfort, stress, anxiety or any other negative consequence, beyond the risks encountered in their normal life.	Yes No
g) Participants will receive financial or other inducement (other than	Yes

reasonable expenses and compensation for time) to participate.	No	
h) The project involves a physical intervention or use of physical human samples or genetic/biometric data (including DNA). This could include (but is not limited to): Drugs, placebos or other substances (e.g. food, vitamins) administered to participants; Invasive, intrusive or potentially harmful procedures of any kind; Prolonged or repetitive testing; Blood or tissue samples (including saliva or waste products) obtained from participants; Other human tissue in scope of the HTA and not covered by an existing HTB approval* Collection or analysis of genetic data (including DNA); Collection or analysis of biometric data.	Yes No	
* Refer to <a href="#">Human Tissue Authority guidance on relevant material</a>		
i) Collecting / processing special category data without explicit consent	Yes No	
j) Transferring or transporting special category data outside the European Economic Area (EEA) (either travelling with data, or sending data to a third party outside the EEA)	Yes No	
k) Members of the public in a research capacity (e.g. participatory research, citizen science).	Yes No	
<b>Project Funding</b>		
Please add any further information regarding project funding. If the project is not in receipt of external funding, please indicate how any costs will be met.		
Supervisor's research fund.		
<b>Project Detail</b>		
Where will the work be undertaken? <i>(please tick all that apply)</i>		
On University premises		
Outside the University, within the UK		
Outside the UK		
Please specify the location(s) outside the University where the work will be taking place		
Online (Prolific)		
Please list other members of the project team at Durham. If you have more than one supervisor, please include your additional supervisor(s) below.		
<b>Name</b>	<b>Department</b>	<b>Project Role</b>
LAM, CATHERINE K.F.	<u>19</u>	Supervisor
Does your project involve external collaborators?	Yes	

What are the intended methods for dissemination of project findings, e.g. Dissertation, Academic Journal, Conference?

Thesis; Conference; Academic Journal Publication

## Project Involving Human Participants / Data / Tissue

*NB If your project involves secondary data, or tissue samples obtained via a third party, please consider the data subjects or donors as 'participants'*

Who are the participants?

Users on Prolific, with at least 1 year of experience on a managerial role

How many participants are involved?

100

Please describe how potential participants will be

- a) identified, including how you will select them (your sampling strategy) and any criteria for selection e.g. inclusion / exclusion criteria;  
b) recruited, including who will contact them and method of contact.

The participants will be recruited via Prolific. We will input the selection criteria on Prolific to recruit users with at least 1 year of experience on a managerial role. Indirect contact with respondents will be made through Prolific

Please describe what the participants will be required to do. Please include:

- what is the activity (e.g. interviews, questionnaires, other activity);
- where this will take place;
- how long are the sessions (for multiple sessions: how many sessions and total duration of participation in the study);
- any reward or remuneration for participants.

If the activity involves a sensitive topic or any risk to participants, please make clear what this is and how any risks will be mitigated.

The session is estimated to last 10 minutes. Remuneration will be calculated through Prolific and paid accordingly. The study will take place online. Activity: questionnaire

*Please upload copies of any data collection tools (e.g. questionnaires or surveys) to be used at the end of this application.*

What types of data will be collected/analysed? (select below)

Written questionnaires

## INFORMATION AND CONSENT

*In this section you should ensure that you provide a full justification of any non-standard consent arrangements. If your project will involve covert observation or deception, please*

*provide detail on the reasons for this and how it will be managed. If your project involves long term contact with participants, please indicate how continued informed consent will be ensured.*

	Yes	No	Not Applicable
a. Will you give participants a written summary of your project, including how you will store and use any information given to you? (This is normally provided in an information sheet)	<input checked="" type="radio"/>	<input type="radio"/>	
b. Will you give participants an oral verbal summary of your project, including how you will store and use any information given to you?	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
c. Will you obtain written, informed consent from participants for participation and for all intended uses of the data arising from the project?	<input checked="" type="radio"/>	<input type="radio"/>	
d. Will you tell participants that their involvement is voluntary and that they may withdraw from the research at any time (without their having to give any reason and without any repercussions)?	<input checked="" type="radio"/>	<input type="radio"/>	
e. Will any monitoring or recording devices be used openly and only with the permission of participants?	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
f. With questionnaires or interviews, will you remind participants of their option of omitting questions they do not want to answer?	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
g. Will you automatically anonymise information in your work, or will you explicitly give all participants the right to remain anonymous?	<input checked="" type="radio"/>	<input type="radio"/>	
h. Will you offer to provide participants with a lay summary of the research findings?	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>

Please provide any further relevant information regarding the information to be provided to participants, the arrangements for obtaining consent, and the basis for processing personal data.

Please indicate how you will ensure confidentiality and security of personal data, including at what stage your participants' data will be anonymised. NB. If non anonymised personal data will be released e.g. attributed verbatim quotes, then the circumstances and methods for obtaining consent must be highlighted.

Data is anonymised from the start through Prolific

What will happen in the event that a participant withdraws their consent (and what will happen to the data for that participant)?

Data will be deleted accordingly

## Conflicts of Interest

*A conflict of interest is defined as a relationship or interest that could lead to bias or perceived bias in the design or delivery of the work.*

Please provide details regarding any conflict of interest involved in the project:

Conflict of Interest

Management Strategy

If the management strategy has been approved, please provide details (i.e. approved by, date of approval)

## Other Issues

Please provide any relevant information not addressed elsewhere in this form. If your project raises any ethical issues not covered above, please provide a full description of the issues and how you intend to deal with them. This should include any issues relating to source of funding / resource or collaborator (where applicable).

## Governance

### PROJECT RISK ASSESSMENT AND INSURANCE

***Some departments require evidence of a project risk assessment and confirmation of insurance cover as part of the ethical review process. Please check your departmental guidance before completing this section.***

Will you provide the following as part of this application?

	No: Not required or not applicable	Yes: I will upload relevant documentation	Yes: I will provide further details below
a) Risk assessment regarding risk to participants and/or the project team	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
b) Indication of insurance cover <i>This is required for activities not covered by standard University insurance. If in doubt consult the <a href="#">guidance on insurance</a> and / or <a href="#">contact University insurance staff</a> (please upload a copy of their response).</i>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>

### DATA MANAGEMENT PLAN

Have you completed a data management plan for this project?  Yes  
 No

Please describe the arrangements for managing data during and after the project, including who will have access to the data, the arrangements for storing / archiving data, and how long data will be kept.

Data will be accessed by my supervisors and I. It will be stored in Qualtrics and on password protected computers, laptops or other storage media.

### OTHER PERMISSIONS AND LICENCES

Please provide details of any other permissions or licences required for the project (e.g. DBS check, SSI licence, permission from colleges for involvement of their students etc)? [i](#)

Permission needed	Granting body	Status	Date of approval
		Select...	

### Accompanying Documentation

Please tick the documents you will include:

- Project proposal or methodology
- Data collection tool (e.g. questionnaire or survey)
- Information Sheet
- Privacy Notice
- Consent Form
- Debriefing Sheet
- Other documentation for participants (please specify)

- Other (please specify)

Please tick to confirm:

- I have uploaded all relevant documentation

### Declaration

***Thank you for completing the University's Ethical Review Form. Please be aware that if you make any significant changes to your project you should complete this form again as further review may be required. Please complete the declaration to submit your application.***

I confirm that:

- I acknowledge my obligation to (and rights of) any participants, and my responsibility to be up to date and comply with the requirements of the law and relevant guidelines relating to security and confidentiality of personal data.
- The information contained within this application is accurate and complete.
- Any risks that may arise in conducting this project have been identified to the best of my ability.

- I undertake to abide by the [University's ethical guidelines](#) and the ethical principles underlying good practice provided in the guidelines appropriate to my field.
- The project will be undertaken in line with all applicable University, funder, legislative and local standards and regulations.
- If the project is approved, I undertake to adhere to the study protocol, the terms of this application and any conditions set out by the ethics committee.
- No work will begin until all appropriate permissions are in place.

**To be completed by the supervisor:**

I have checked and approve the content of this form.

Yes  No

Your department (or a programme within your department) has established parameters within which supervisors may give final approval to student projects. Please check the [documentation available](#) to determine whether this project is in scope of these parameters, and then select the relevant option below. If in doubt, please contact the relevant ethics co-ordinator in your department for advice.

- I confirm that this project is within the scope of the authorisation given for supervisor approval, and that I am willing to approve it on this basis. I am content that all relevant ethical considerations have been identified and adequately addressed, and that the project does not require further ethical review.
- This project is outside the scope of the authorisation given for supervisor approval, or contains elements which I believe need further ethical review. Please provide your comments on the application in the box below, highlighting any particular issues which require further scrutiny.

Please add any comments below.

### Form Administration

Form version 4

Application Reference

DUBS-2019-11-24T08\_31\_40-sxkx79

## Appendix J Ethics Form (Study 2)

# Ethical Assessment Form

*The purpose of ethical review is to ensure that any ethical risks are managed appropriately, and to protect those involved. It is not intended to prevent work, but to ensure that risks have been suitably identified and addressed in the design of the project. This form is intended to assist review in line with the University's ethics policy, to identify possible risks and to gather further information where needed. The form will automatically direct you to the most appropriate review panel (if required).*

*In the first section you will provide the key project information, and you will then be asked to confirm whether your project involves any considerations which the University has identified as areas of potential ethical risk. If you select any of these areas you will be directed to some further screening questions to identify whether your project involves any significant risk areas. If your project does not involve any significant risk areas your project will not require any further review: you will be directed to the declaration and the process will be complete.*

*If your project does involve a significant risk area, you will be asked to complete some further questions relevant to the risks you have selected. Once you submit the form, it will be directed to the relevant review process. This process will vary according to the type of risk, and you can find further information at*

*<https://www.dur.ac.uk/research.innovation/governance/ethics/process/>.*

### Further guidance

*If you encounter any problems in using the form, please refer to the [user guides](#). For further support, contact [research.policy@durham.ac.uk](mailto:research.policy@durham.ac.uk).*

## Overview

*This section is designed to collect the key project information.*

Applicant	ZOU, LEAH L.
Preferred Name	Leah
Applicant Email	leah.l.zou@durham.ac.uk
Department/School to which this application relates	<a href="#">Business School</a>
Status	<a href="#">Postgraduate Research</a>
Student ID	000795798
Supervisor or module	BRAUN, SUSANNE H.

**Students on the Durham and EBS Executive MBA Programme ONLY:** If your supervisor is from EBS, please select the Durham programme director as your supervisor above, and enter the name of your EBS supervisor below.

Title of Project

Study 1 - Experimental Vignette on Leader's Narcissism and Levels of Identity

Type of Project

Research / Scholarship

Expected Start Date

18/05/2020

Expected End Date

19/08/2020

Does the project involve external funding?



Yes



No

## Ethical Considerations

**The purpose of this section is to highlight whether your project involves any of the potential risk areas identified by the University. If you're not sure then select the area(s) that you think may apply and review the further screening questions.**

Does the project involve any of the following? (please tick all that apply):



a) Living human participants/subjects, data about living individuals<sup>1</sup>, or human tissue from living or deceased subjects.

<sup>1</sup>This includes both primary data (i.e. data you intend to collect directly) and secondary data (i.e. data already collected by others).



b) NHS or Social Care, including staff, patients, data or facilities.



c) A 'protected animal' as defined by the Animals (Scientific Procedures) Act<sup>2</sup>

<sup>2</sup>The Act defines protected animals as: 'all living vertebrates, other than man, and any living [cephalopod](#). Fish and amphibians are protected once they can feed independently and cephalopods at the point when they hatch. Embryonic and foetal forms of mammals, birds and reptiles are protected during the last third of their gestation or incubation period.'



d) Study of an organisation categorised as terrorist or violent extremist, or viewing or usage of materials that are subject to statute (e.g. Official Secrets Act / Counter-Terrorism and Security Act) or otherwise illegal.



e) Environmental implications, including any significant potential risk to a physical environment or material culture (including artefacts).



f) International partners or work undertaken outside of the European Economic Area (EEA).



g) Outputs which may be subject to export controls and which could: breach the UK's international commitments; present a risk to security; raise other significant ethical concerns, e.g. abuse of human rights, terrorism, contribution to conflict; or hamper sustainable development.

- h) Source of funding / resource (e.g. materials) or collaborator which raises ethical concerns. This includes (but is not limited to) organisations engaged with or closely connected to any of the following: arms manufacture, fossil fuel extraction, tobacco, alcohol, gambling or pornography.
- i) Any actual, potential or perceived conflict of interest.
- j) Other (please give details in the relevant section of the form)
- k) None of the above

Will you (or any other staff or student) travel or work outside Durham for the purposes of this project?  Yes  No

### Purpose of application

Please select the option which best applies:

- New project
- Amendment to a project which has received ethical approval
- Full application following provisional ethical approval / pre-funding application
- Continuation of a project which has received ethical approval (request for renewal)
- Other (please specify)

### Project Summary

Please provide a summary of the project, including its purpose, rationale, design and methods, making clear any expected benefits (this should be written in a way that would be intelligible to non-specialists).

The purpose of the project is to test the hypotheses of the current research model. The study consists of two parts. Part 1 survey collects baseline data of participants' personality; Part 2 survey consists of a written task followed by a vignette scenario in which the participants are invited to imagine themselves in at a workplace. They will then answer a series of questions about how they would react in the hypothetical situation.

### External ethical approval

Do either of the following apply to your project?  Yes  No

- The project requires ethical approval from an external body
- The project has already received ethical approval from an external body

### Screening Questions

***The purpose of this section is to identify whether your project involves any of the higher risk factors relating to the areas you have selected. If you are unsure whether any of the factors apply, then seek further advice from your departmental ethics convenor, or from Research and Innovation Services (research.policy@durham.ac.uk)***

## HUMAN PARTICIPANTS / DATA / TISSUES

Please indicate which of the following are involved in your project (tick all that apply):

- a. Human participants / subjects. This includes primary data collection e.g. through interaction, observation or provision of data by individuals.
- b. Secondary data that includes data relating to living individuals
- c. Physical samples from humans / Human tissue

Does the project involve any of the following risk factors?

- a) The intentional recruitment of participants in any of the following categories / raising the following issues: [i](#)
- Children or Minors (participants aged 17 years or under);
  - Vulnerable adults\*;
  - People in custody or on parole;
  - Welfare recipients;
  - People engaged in illegal activity (e.g. drug taking);
  - Communication issues may arise due to the language in which the study is conducted;
  - Small sample sizes where anonymisation is impractical.
- Yes  
 No

*\* Vulnerable adults are defined as those who are relatively or absolutely incapable of protecting their own interests, or those in unequal relationships; e.g. people with learning or communication disabilities; people with dementia; participants who are subordinate to the researcher(s) in a context outside the*

- b) The project requires the co-operation of a 'gatekeeper' for initial access to the groups or individuals to be recruited (e.g. students at school, members of a self-help group, residents of a nursing home). [i](#)
- Yes  
 No

- c) Participants will take part in the study without full knowledge and consent at the time. (Please note that this includes observation of public behaviour, whether covert or overt, in any space other than those where people would expect to be observed by strangers. It also includes collection of data without consent from interactive online spaces such as chat rooms and forums.) [i](#)
- Yes  
 No

- d) Deliberately misleading participants.
- Yes  
 No

- e) A potentially sensitive topic, including e.g. collection or analysis of data relating to racial/ethnic origin, politics, religious beliefs, Trade Union membership, physical or mental health, sexual activity or orientation, illegal activities. [i](#)
- Yes  
 No

- f) Risk to participants of physical or psychological harm, discomfort, stress, anxiety or any other negative consequence, beyond the risks encountered in their normal life. [i](#)
- Yes  
 No

- g) Participants will receive financial or other inducement (other than reasonable expenses and compensation for time) to participate. [i](#)
- Yes  
 No

- h) The project involves a physical intervention or use of physical human samples or genetic/biometric data (including DNA).  Yes  
 No

This could include (but is not limited to):

- Drugs, placebos or other substances (e.g. food, vitamins) administered to participants;
- Invasive, intrusive or potentially harmful procedures of any kind;
- Prolonged or repetitive testing;
- Blood or tissue samples (including saliva or waste products) obtained from participants;
- Other human tissue in scope of the HTA and not covered by an existing HTB approval\*
- Collection or analysis of genetic data (including DNA);
- Collection or analysis of biometric data.

\* Refer to [Human Tissue Authority guidance on relevant material](#)

- i) Collecting / processing special category data without explicit consent  Yes  
 No

- j) Transferring or transporting special category data outside the European Economic Area (EEA) (either travelling with data, or sending data to a third party outside the EEA)  Yes  
 No

- k) Members of the public in a research capacity (e.g. participatory research, citizen science).  Yes  
 No

### Project Funding

Please add any further information regarding project funding. If the project is not in receipt of external funding, please indicate how any costs will be met.

Funding for PhD students

### Project Detail

Where will the work be undertaken? *(please tick all that apply)*

- On University premises  
 Outside the University, within the UK  
 Outside the UK

Please specify the location(s) outside the University where the work will be taking place

Online crowdsourcing platform

Please list other members of the project team at Durham.

If you have more than one supervisor, please include your additional supervisor(s) below.

Name	Department	Project Role
WISSE, BARBARA M.	<u>19</u>	Second supervisor

- Does your project involve external collaborators?  Yes  
 No

What are the intended methods for dissemination of project findings, e.g. Dissertation,

Academic Journal, Conference?

Thesis; Conference; Academic Journal Publication

## Project Involving Human Participants / Data / Tissue

*NB If your project involves secondary data, or tissue samples obtained via a third party, please consider the data subjects or donors as 'participants'*

Who are the participants?

Users of Prolific/Mturk who are in full/part-time employment and hold a supervisory position at work.

How many participants are involved?

150

Please describe how potential participants will be

a) identified, including how you will select them (your sampling strategy) and any criteria for selection e.g. inclusion / exclusion criteria;

b) recruited, including who will contact them and method of contact.

The participants will be recruited via Prolific/Mturk. The selection criteria include their current employment status (full-time/part-time), hold a supervisory position at work and speak English as their first language. Indirect contact with respondents will be made through the crowdsourcing platform. Data collected are anonymous.

Please describe what the participants will be required to do. Please include:

- what is the activity (e.g interviews, questionnaires, other activity);
- where this will take place;
- how long are the sessions (for multiple sessions: how many sessions and total duration of participation in the study);
- any reward or remuneration for participants.

If the activity involves a sensitive topic or any risk to participants, please make clear what this is and how any risks will be mitigated.

Activity: questionnaire and a small written task

Location: online - Qualtrics

Duration of the sessions: Time 1 - 10 minutes; Time 2 - 10 minutes

Reward: approx. £1.25 per session

*Please upload copies of any data collection tools (e.g. questionnaires or surveys) to be used at the end of this application.*

What types of data will be collected/analysed? (select below)

Written questionnaires

## INFORMATION AND CONSENT

*In this section you should ensure that you provide a full justification of any non-standard consent arrangements. If your project will involve covert observation or deception, please provide detail on the reasons for this and how it will be managed. If your project involves long term contact with participants, please indicate how continued informed consent will be ensured.*

	Yes	No	Not Applicable
a. Will you give participants a written summary of your project, including how you will store and use any information given to you? <i>(This is normally provided in an information sheet)</i>	<input checked="" type="radio"/>	<input type="radio"/>	
b. Will you give participants an oral verbal summary of your project, including how you will store and use any information given to you?	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
c. Will you obtain written, informed consent from participants for participation and for all intended uses of the data arising from the project?	<input checked="" type="radio"/>	<input type="radio"/>	
d. Will you tell participants that their involvement is voluntary and that they may withdraw from the research at any time (without their having to give any reason and without any repercussions)?	<input checked="" type="radio"/>	<input type="radio"/>	
e. Will any monitoring or recording devices be used openly and only with the permission of participants?	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
f. With questionnaires or interviews, will you remind participants of their option of omitting questions they do not want to answer?	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>

A force-response system is in place for all the questions. Participants will have an option to close the survey window to discontinue if they wish if they had agreed to participate after the introduction page that contains all necessary information about their anonymity and voluntary participation.

g. Will you automatically anonymise information in your work, or will you explicitly give all participants the right to remain anonymous?	<input checked="" type="radio"/>	<input type="radio"/>	
h. Will you offer to provide participants with a lay summary of the research findings?	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>

Please provide any further relevant information regarding the information to be provided to participants, the arrangements for obtaining consent, and the basis for processing personal data.

Please indicate how you will ensure confidentiality and security of personal data, including at what stage your participants' data will be anonymised. NB. If non anonymised personal data will be released e.g. attributed verbatim quotes, then the circumstances and methods for obtaining consent must be highlighted.

Participants are anonymised from the start through the crowdsourcing platform.

What will happen in the event that a participant withdraws their consent (and what will happen to the data for that participant)?

Data will be deleted accordingly

## Conflicts of Interest

*A conflict of interest is defined as a relationship or interest that could lead to bias or perceived bias in the design or delivery of the work.*

Please provide details regarding any conflict of interest involved in the project:

Conflict of Interest

Management Strategy

If the management strategy has been approved, please provide details (i.e. approved by, date of approval)

## Other Issues

Please provide any relevant information not addressed elsewhere in this form. If your project raises any ethical issues not covered above, please provide a full description of the issues and how you intend to deal with them. This should include any issues relating to source of funding / resource or collaborator (where applicable).

## Governance

### PROJECT RISK ASSESSMENT AND INSURANCE

***Some departments require evidence of a project risk assessment and confirmation of insurance cover as part of the ethical review process. Please check your departmental guidance before completing this section.***

Will you provide the following as part of this application?

	No: Not required or not applicable	Yes: I will upload relevant documentation	Yes: I will provide further details below
a) Risk assessment regarding risk to participants and/or the project team	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
b) Indication of insurance cover <i>This is required for activities not covered by</i>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>

standard University insurance. If in doubt consult the [guidance on insurance](#) and / or [contact University insurance staff](#) (please upload a copy of their response).

### DATA MANAGEMENT PLAN

Have you completed a data management plan for this project?

Yes

No

Please describe the arrangements for managing data during and after the project, including who will have access to the data, the arrangements for storing / archiving data, and how long data will be kept.

Data will be accessed only by my supervisors and I. It will be stored in Qualtrics and on password protected computers, laptops or other storage media.

### OTHER PERMISSIONS AND LICENCES

Please provide details of any other permissions or licences required for the project (e.g. DBS check, SSI licence, permission from colleges for involvement of their students etc)? [?](#)

Permission needed	Granting body	Status	Date of approval
		Select...	

### Accompanying Documentation

Please tick the documents you will include:

- Project proposal or methodology
- Data collection tool (e.g. questionnaire or survey)
- Information Sheet
- Privacy Notice
- Consent Form
- Debriefing Sheet
- Other documentation for participants (please specify)

- Other (please specify)

Please tick to confirm:

- I have uploaded all relevant documentation

### Declaration

**Thank you for completing the University's Ethical Review Form. Please be aware that if you**

***make any significant changes to your project you should complete this form again as further review may be required. Please complete the declaration to submit your application.***

I confirm that:

- I acknowledge my obligation to (and rights of) any participants, and my responsibility to be up to date and comply with the requirements of the law and relevant guidelines relating to security and confidentiality of personal data.
- The information contained within this application is accurate and complete.
- Any risks that may arise in conducting this project have been identified to the best of my ability.
- I undertake to abide by the [University's ethical guidelines](#) and the ethical principles underlying good practice provided in the guidelines appropriate to my field.
- The project will be undertaken in line with all applicable University, funder, legislative and local standards and regulations.
- If the project is approved, I undertake to adhere to the study protocol, the terms of this application and any conditions set out by the ethics committee.
- No work will begin until all appropriate permissions are in place.

**To be completed by the supervisor:**

I have checked and approve the content of this form.  Yes  No

Your department (or a programme within your department) has established parameters within which supervisors may give final approval to student projects. Please check the [documentation available](#) to determine whether this project is in scope of these parameters, and then select the relevant option below. If in doubt, please contact the relevant ethics co-ordinator in your department for advice.

- I confirm that this project is within the scope of the authorisation given for supervisor approval, and that I am willing to approve it on this basis. I am content that all relevant ethical considerations have been identified and adequately addressed, and that the project does not require further ethical review.
- This project is outside the scope of the authorisation given for supervisor approval, or contains elements which I believe need further ethical review. Please provide your comments on the application in the box below, highlighting any particular issues which require further scrutiny.

Please add any comments below.

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Form version 4

Application Reference

DUBS-2020-05-07T10\_59\_37-sxkx79

## Appendix K Ethics Form (Study 4)

# Ethical Assessment Form

*The purpose of ethical review is to ensure that any ethical risks are managed appropriately, and to protect those involved. It is not intended to prevent work, but to ensure that risks have been suitably identified and addressed in the design of the project. This form is intended to assist review in line with the University's ethics policy, to identify possible risks and to gather further information where needed. The form will automatically direct you to the most appropriate review panel (if required).*

*In the first section you will provide the key project information, and you will then be asked to confirm whether your project involves any considerations which the University has identified as areas of potential ethical risk. If you select any of these areas you will be directed to some further screening questions to identify whether your project involves any significant risk areas. If your project does not involve any significant risk areas your project will not require any further review: you will be directed to the declaration and the process will be complete.*

*If your project does involve a significant risk area, you will be asked to complete some further questions relevant to the risks you have selected. Once you submit the form, it will be directed to the relevant review process. This process will vary according to the type of risk, and you can find further information at*

*<https://www.dur.ac.uk/research.innovation/governance/ethics/process/>.*

*All fields are required, unless indicated as 'Optional'.*

## Overview

*This section is designed to collect the key project information.*

Applicant	ZOU, LEAH L.
Preferred Name	<input type="text" value="Leah"/> <i>This will be used in emails sent to you by the system.</i>
Applicant Email	<input type="text" value="leah.l.zou@durham.ac.uk"/>
Department/School to which this application relates.	<u>Business School</u>
Applicant's primary Department/School (if different to above). (Optional)	<u>Business School</u>
Status	<u>Postgraduate Research</u>

Student ID  
(Optional)

Supervisor or module leader      BRAUN, SUSANNE H.

**Students on the Durham and EBS Executive MBA Programme ONLY:**  
If your supervisor is from EBS, please select the Durham programme director as your supervisor above, and enter the name of your EBS supervisor below.

Title of Project      A study of how organisational climates affect leaders' behavioural tendencies

Type of Project      Research / Scholarship

Expected Start Date      01/10/2021           

Expected End Date      31/12/2021

Does the project involve external funding?      Yes      No

## Ethical Considerations

**The purpose of this section is to highlight whether your project involves any of the potential risk areas identified by the University. If you're not sure then select the area(s) that you think may apply and review the further screening questions.**

Does the project involve any of the following? (please tick all that apply):

a) Living human participants/subjects, data about living individuals<sup>1</sup>, or human tissue from living or deceased subjects.

<sup>1</sup>This includes both primary data (i.e. data you intend to collect directly) and secondary data (i.e. data already collected by others).

b) NHS or Social Care, including staff, patients, data or facilities.

c) A 'protected animal' as defined by the Animals (Scientific Procedures) Act<sup>2</sup>

<sup>2</sup>The [Act](#) defines protected animals as: 'all living vertebrates, other than man, and any living cephalopod. Fish and amphibia are protected once they can feed independently and cephalopods at the point when they hatch. Embryonic and foetal forms of mammals, birds and reptiles are protected during the last third of their gestation or incubation period.'

d) Study of an organisation categorised as terrorist or violent extremist, or viewing or usage of materials that are subject to statute (e.g. Official Secrets Act / Counter-Terrorism and Security Act) or otherwise illegal.

e) Environmental implications, including any significant potential risk to a physical environment or material culture (including artefacts).

f) International partners or work undertaken outside of the European Economic Area (EEA).

- g) Outputs which may be subject to export controls and which could: breach the UK's international commitments; present a risk to security; raise other significant ethical concerns, e.g. abuse of human rights, terrorism, contribution to conflict; or hamper sustainable development.
- h) Source of funding / resource (e.g. materials) or collaborator which raises ethical concerns. This includes (but is not limited to) organisations engaged with or closely connected to any of the following: arms manufacture, fossil fuel extraction, tobacco, alcohol, gambling or pornography.
- i) Any actual, potential or perceived conflict of interest.
- j) Other (please give details in the relevant section of the form)
- k) None of the above

Do any of the following apply to this project? (*You should take into account your own activity for the project, and that of any other Durham University staff or students involved*)

- A member of staff or postgraduate research student will travel outside the UK for the purposes of this project.
- An undergraduate or taught postgraduate student will travel more than 60 miles from Durham for the purposes of this project (or more than 60 miles from their home, if based at home while undertaking research).
- An undergraduate or taught postgraduate student will undertake offsite work for the purposes of this project involving an overnight stay (other than in their own home).

Yes - one or more applies

No - none of these apply

## Purpose of application

Please select the option which best applies:

- New project
- Amendment to a project which has received ethical approval
- Full application following provisional ethical approval / pre-funding application
- Continuation of a project which has received ethical approval (request for renewal)
- Other (please specify)

## Project Summary

Please provide a summary of the project, including its purpose, rationale, design and methods, making clear any expected benefits (this should be written in a way that would be intelligible to non-specialists).

The purpose of this project is to assess how narcissistic leaders' behaviours vary depending on the organisational environment. We were inspired to investigate this specific topic because of the inconsistencies in the existing research that document both the dark and the bright sides of leader narcissism, without addressing the underlying cause for such divide.

This study will take place in the form of a vignette experiment: In the first wave, participants will first be invited to provide their demographic information. Baseline data (e.g., narcissism level) will also be

collected. In the second wave, participants will read and immerse themselves in a workplace scenario followed by answering a series of questions which record how they might react in the hypothetical situation.

Both waves of the study will be constructed on Qualtrics and distributed via Prolific.

The importance of this study is twofold. Firstly, this study will form the final empirical part of my PhD thesis. Secondly, this study may be helpful to respond to journal reviewers' potential comments for a paper (soon to be submitted) that I am working with both of my supervisors and a collaborator.

Where applicable, please upload relevant supporting documentation, e.g. a copy of the project proposal detailing methods and reporting strategies.

[Experiment T1 and T2 - ethics form.docx](#)

## Existing or external ethical approval

Do any of the following apply to your project?

- Yes
- No
- The project requires ethical approval from an external body
- The project has already received ethical approval from an external body
- The project is part of a larger project or activity which has already received ethical approval from the University

## Screening Questions

***The purpose of this section is to identify whether your project involves any of the higher risk factors relating to the areas you have selected. If you are unsure whether any of the factors apply, then seek further advice from your departmental ethics convenor, or from Research and Innovation Services (research.policy@durham.ac.uk)***

## HUMAN PARTICIPANTS / DATA / TISSUES

Please indicate which of the following are involved in your project (tick all that apply):

- a. Human participants / subjects. This includes primary data collection e.g. through interaction, observation or provision of data by individuals.
- b. Secondary data that includes data relating to living individuals
- c. Physical samples from humans / Human tissue

Does the project involve any of the following risk factors?

a) The intentional recruitment of participants in any of the following categories / raising the following issues: 

- Yes
- No
- Children or Minors
  - participants aged 15 years or under;
  - participants aged 16-18 years;
- Vulnerable adults\*;
- People in custody or on parole;
- Welfare recipients;

- People engaged in illegal activity (e.g. drug taking);
- Communication issues may arise due to the language in which the study is conducted;
- Small sample sizes where anonymisation is impractical.

*\* Vulnerable adults are defined as those who are relatively or absolutely incapable of protecting their own interests, or those in unequal relationships; e.g. people with learning or communication disabilities; people with dementia; participants who are subordinate to the researcher(s) in a context outside the research.*

b) The project requires the co-operation of a 'gatekeeper' for initial access to the groups or individuals to be recruited (e.g. students at school, members of a self-help group, residents of a nursing home).  Yes  No

c) Participants will take part in the study without full knowledge and consent at the time. *(Please note that this includes observation of public behaviour, whether covert or overt, in any space other than those where people would expect to be observed by strangers. It also includes collection of data without consent from interactive online spaces such as chat rooms and forums.)*  Yes  No

d) Deliberately misleading participants.  Yes  No

e) A potentially sensitive topic, including e.g. collection or analysis of data relating to racial/ethnic origin, politics, religious beliefs, Trade Union membership, physical or mental health, sexual activity or orientation, illegal activities.  Yes  No

f) Risk to participants of physical or psychological harm, discomfort, stress, anxiety or any other negative consequence, beyond the risks encountered in their normal life.  Yes  No

g) Participants will receive financial or other inducement (other than reasonable expenses and compensation for time) to participate.  Yes  No

h) The project involves a physical intervention or use of physical human samples or genetic/biometric data (including DNA).  Yes  No

This could include (but is not limited to):

- Drugs, placebos or other substances (e.g. food, vitamins) administered to participants;
- Invasive, intrusive or potentially harmful procedures of any kind;
- Prolonged or repetitive testing;
- Blood or tissue samples (including saliva or waste products) obtained from participants;
- Other human tissue in scope of the HTA and not covered by an existing HTB approval\*
- Collection or analysis of genetic data (including DNA);
- Collection or analysis of biometric data.

*\* Refer to [Human Tissue Authority guidance on relevant material](#)*

i) Collecting / processing special category data without explicit consent  Yes  No

j) Transferring or transporting special category data outside the European Economic Area (EEA) (either travelling with data, or sending data to a third  Yes  No

party outside the EEA)

k) Members of the public who are acting as researchers or as co-producers in the design or delivery of the research (e.g. participatory research, citizen science).

Yes  
 No

## Project Funding

Please add any further information regarding project funding. If the project is not in receipt of external funding, please indicate how any costs will be met. *(Optional)*

PRA first and second supervisor

## Project Detail

Where will the work be undertaken? *(please tick all that apply)*

- On University premises  
 Outside the University, within the UK  
 Outside the UK

Please list other members of the project team at Durham.

If you have more than one supervisor, please include your additional supervisor(s) below.

Name	Department	Project Role

Does your project involve external collaborators?

Yes  
 No

Name	Institution	Project role	Email address
Ed Sleebos	VU Amsterdam	collaborator	

What are the intended methods for dissemination of project findings, e.g. Dissertation, Academic Journal, Conference?

PhD thesis and potentially used to supplement a working paper. Journal publication, conference presentation.

## Project Involving Human Participants / Data / Tissue

*NB If your project involves secondary data, or tissue samples obtained via a third party, please consider the data subjects or donors as 'participants'*

Who are the participants?

Working adults in the UK with supervisory responsibilities

How many participants are involved?

400

Please describe how potential participants will be

a) identified, including how you will select them (your sampling strategy) and any criteria for

selection e.g. inclusion / exclusion criteria;

b) recruited, including who will contact them and method of contact.

a) Prolific has a built-in prescreening setting. We will use this function to impose the following criteria:

- Country of residence: UK
- First language: English
- Employment status: Full-time/Part-time
- Remote/office work: I always work from a central place of work/I sometimes work from a central place of work and sometimes remotely
- Employee interactions (participants were filtered with the question "Does your work require you to regularly interact with other employees (e.g., co-workers, colleagues, subordinates, assistants)? - Yes only
- Supervisory responsibilities - Yes only

b) All participants are anonymised by Prolific. The platform also recruits and contact eligible participants on our behalf.

Please describe what the participants will be required to do. Please include:

- what is the activity (e.g interviews, questionnaires, other activity);

- where this will take place;

- how long are the sessions (for multiple sessions: how many sessions and total duration of participation in the study);

- any reward or remuneration for participants.

If the activity involves a sensitive topic or any risk to participants, please make clear what this is and how any risks will be mitigated.

This study will consists of two questionnaires (first and second wave). In the first wave (approx. 10min), participants will first be invited to provide their demographic information. Baseline data (e.g., narcissism level) will also be collected. In the second wave (approx. 10-15min), participants will read and immerse themselves in a workplace scenario followed by answering a series of questions which record how they might react in the hypothetical situation.

Both waves of the study will be constructed on Qualtrics and distributed online via Prolific.

Participants will be remunerated following both questionnaires. In the first wave, participants will be paid £1.25. In the second wave, to incentivise the retention of participants, they will be paid £1.70 at the end of entire study.

This study does not involve any sensitive topics or any risks to participants.

Please upload copies of any data collection tools to be used (e.g. questionnaire, survey, example interview questions).

What types of data will be collected/analysed? (*select relevant types below*)

Behavioural measures

Written questionnaires

## INFORMATION AND CONSENT

*In this section you should ensure that you provide a full justification of any non-standard consent arrangements. If your project will involve covert observation or deception, please provide detail on the reasons for this and how it will be managed. If your project involves long term contact with participants, please indicate how continued informed consent will be ensured.*

	Yes	No	Not Applicable
<p>a. Will you give participants a written summary of your project, including how you will store and use any information given to you? <i>(This is normally provided in an information sheet)</i></p>	<input type="radio"/>	<input checked="" type="radio"/>	
<p>A brief summary of the project as well as how the data will be used are presented within the questionnaire (please see the attached document above) in the cover page - not in the form of a separate information sheet.</p>			
<p>b. Will you give participants an oral verbal summary of your project, including how you will store and use any information given to you?</p>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
<p>c. Will you obtain written, informed consent from participants for participation and for all intended uses of the data arising from the project?</p>	<input type="radio"/>	<input checked="" type="radio"/>	
<p>Consent from participants will be obtained after they have read and understood the information about the project and how the data will be used in the cover page of the questionnaire (please see the attached document above) - no separate written consent form will be necessary.</p>			
<p>d. Will you tell participants that their involvement is voluntary and that they may withdraw from the research at any time (without their having to give any reason and without any repercussions)?</p>	<input checked="" type="radio"/>	<input type="radio"/>	
<p>e. Will any monitoring or recording devices be used openly and only with the permission of participants?</p>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
<p>f. With questionnaires or interviews, will you remind participants of their option of omitting questions they do not want to answer?</p>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
<p>This study does not contain any sensitive topics; it is important and therefore compulsory that all questions within the questionnaires are answered by participants.</p>			
<p>g. Will you automatically anonymise information in your work, or will you explicitly give all participants the right to remain anonymous?</p>	<input checked="" type="radio"/>	<input type="radio"/>	
<p>h. Will you offer to provide participants with a lay summary of the research findings?</p>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
<p>This is not customary in the panel environment (Prolific).</p>			
<p>Please provide any further relevant information regarding the information to be provided to participants, the arrangements for obtaining consent, and the basis for processing personal data.</p> <hr/>			
<p>Please indicate what documents will be provided for participants, and upload copies of all relevant documents, including your consent form, privacy notice, information sheet and debriefing sheet (where applicable).</p>			

- Information Sheet  
*Most projects involving people will require an information sheet, and a copy should be provided with this application. If you do not have an information sheet, make sure the reasons for this are clear in the 'information and consent' section above.*
- Separate Privacy Notice  
*You should normally provide a privacy notice if you are collecting any form of identifiable personal data (this includes collecting the name/signature on a consent form). This information can be provided separately or as part of the information sheet.*
- Consent Form  
*Most projects involving people will require a consent form, and a copy should be provided with this application. If you do not have a consent form, make sure the reasons for this are clear in the 'information and consent' section above.*
- Debriefing Sheet
- Other documentation for participants

Please indicate how you will ensure confidentiality and security of personal data, including at what stage your participants' data will be anonymised. NB. If non anonymised personal data will be released e.g. attributed verbatim quotes, then the circumstances and methods for obtaining consent must be highlighted.

All participants' data will be anonymised from the beginning through Prolific. Prolific assigns all participants with an anonymised ID to protect privacy concerns. We will have no access to the true identity of these participants.

What will happen in the event that a participant withdraws their consent (and what will happen to the data for that participant)?

Should any participant decides to withdraw from the study, they will be free to do so. If we have already collected some data from the participant, we will be able to identify the relevant data with their unique Prolific ID - this will be deleted straightaway.

## Conflicts of Interest

*A conflict of interest is defined as a relationship or interest that could lead to bias or perceived bias in the design or delivery of the work.*

Please provide details regarding any conflict of interest involved in the project: *(Optional)*

Conflict of Interest

Management Strategy

If the management strategy has been approved, please provide details (i.e. approved by, date of approval)

Please upload any relevant documentation

## Other Issues

Please provide any relevant information not addressed elsewhere in this form. If your project raises any ethical issues not covered above, please provide a full description of the issues and how you intend to deal with them. This should include any issues relating to source of funding / resource or collaborator (where applicable). *(Optional)*

## Governance

### PROJECT RISK ASSESSMENT AND INSURANCE

***Some departments require evidence of a project risk assessment and confirmation of insurance cover as part of the ethical review process. Please check your departmental guidance before completing this section.***

Will you provide the following as part of this application?

	No: Not required or not applicable	Yes: I will upload relevant documentation	Yes: I will provide further details below
a) Risk assessment regarding risk to participants and/or the project team	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
b) Indication of insurance cover <i>This is required for activities not covered by standard University insurance. If in doubt consult the <a href="#">guidance on insurance</a> and / or <a href="#">contact University insurance staff</a> (please upload a copy of their response).</i>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>

### DATA MANAGEMENT PLAN

Have you completed a data management plan for this project?  Yes  
 No

If yes, please upload a copy of your data management plan.

Please describe the arrangements for managing data during and after the project, including who will have access to the data, the arrangements for storing / archiving data, and how long data will be kept.

Primarily, I will have the main access to the data. The research team (my supervisors and the collaborator) will also be able to access the data as they are part of the project.

The anonymised data will be collected via Qualtrics, which will then be downloaded to my personal computer storage space. The data will be kept for as long as it is needed for our ongoing project.

### OTHER PERMISSIONS AND LICENCES

Please provide details of any other permissions or licences required for the project (e.g. DBS check, SSI licence, permission from colleges for involvement of their students etc)?

Permission needed	Granting body	Status	Date of approval
		Select...	<input type="text"/>

Please upload any relevant documentation e.g. evidence of permission.

## Supporting Documentation

***Before submitting this form, please ensure that you have included all relevant supporting documentation***

Currently attached documents:

[Project proposal](#)

[Experiment T1 and T2 - ethics form.docx](#)

Other documentation for participants

Please tick to confirm:

- I have uploaded all relevant documentation

## Declaration

***Thank you for completing the University's Ethical Review Form. Please be aware that if you make any significant changes to your project you should complete this form again as further review may be required. Please complete the declaration to submit your application.***

I confirm that:

- I acknowledge my obligation to (and rights of) any participants, and my responsibility to be up to date and comply with the requirements of the law and relevant guidelines relating to security and confidentiality of personal data.
- The information contained within this application is accurate and complete.
- Any risks that may arise in conducting this project have been identified to the best of my ability.
- I undertake to abide by the [University's ethical guidelines](#) and the ethical principles underlying good practice provided in the guidelines appropriate to my field.
- The project will be undertaken in line with all applicable University, funder, legislative and local standards and regulations.
- If the project is approved, I undertake to adhere to the study protocol, the terms of this application and any conditions set out by the ethics committee.
- No work will begin until all appropriate permissions are in place.

**To be completed by the supervisor:**

As supervisor, I am satisfied with the content of this form and

Yes  No

any accompanying documents.

Your department (or a programme within your department) has established parameters within which supervisors may give final approval to student projects. Please check the [documentation available](#) to determine whether this project is in scope of these parameters, and then select the relevant option below. If in doubt, please contact the relevant ethics co-ordinator in your department for advice.

- I confirm that this project is within the scope of the authorisation given for supervisor approval, and that I am willing to approve it on this basis. I am content that all relevant ethical considerations have been identified and adequately addressed, and that the project does not require further ethical review.
- This project is outside the scope of the authorisation given for supervisor approval, or contains elements which I believe need further ethical review. Please provide your comments on the application in the box below, highlighting any particular issues which require further scrutiny.

Please add any comments below.

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## Form Administration

Form version 5

Application Reference

DUBS-2021-09-28T13\_14\_33-sxkx79

Form url

[https://durhamuniversity.sharepoint.com/teams/researchoffice/ethics/FormRedirect.html?qd=%2fteams%2fresearchoffice%2fethics%2fDUBS%20Forms%2fDUBS-2021-09-28T13\\_14\\_33-sxkx79.xml](https://durhamuniversity.sharepoint.com/teams/researchoffice/ethics/FormRedirect.html?qd=%2fteams%2fresearchoffice%2fethics%2fDUBS%20Forms%2fDUBS-2021-09-28T13_14_33-sxkx79.xml)