Narcissistic Leadership at Workplace and the Degree of Employee Psychological Contract: A Comparison of Public and Private Sector Organizations in Pakistan

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Abstract

This research was conducted to study the effects of Narcissistic leadership displayed in the public and private sector of Pakistan. Leadership style is of utmost importance at the workplace. It's a frequent observed phenomenon in corporate world that employers develop a great degree of Narcissism i.e. self admiration among themselves. Subsequently this narcissistic leadership style manifests into certain negative behaviours as defensiveness, mistrusting others, paranoia, self promotion, indifference etc. which not only undermines his/her leadership effectiveness but also have grave effects on employees. As a result, there is a phenomenal reduction in the components of employees' psychological contract. Although there have been numerous international studies on narcissistic leadership highlighting what constitute as narcissistic behaviours in employers and their impact on employee's psychological contract yet such comprehensive studies in the local corporate context have been missing. This research aimed at identifying; what percentage of Pakistani bosses, in our sample, from within the banking sector, exhibit narcissism, what are the behavioural manifestations of this narcissism, what percentage of bosses display narcissistic behaviours at work and to what degree, and what is the impact of such boss behaviours on employee's psychological contract. For this purpose a questionnaire was designed and data was collected from a sample of 96 people within various public and private sector organizations. Four hypotheses were developed and tested through regression analysis. Various other statistical techniques including demographical analysis, reliability analysis and correlations were also employed for data analysis. The survey findings show strong correlations between determinants of narcissistic leadership and components of employee psychological contract. It brings a comprehensive insight as how boss's narcissism hurts the employees and ultimately the organizations. The comparison of public and private sector in this regard does not show any considerable variations. The research concludes with various ways of shaping organizational climate and enhancing workplace sanity. In the end, certain recommendations are included which highlight different designs of measuring and channelizing narcissism among bosses.

Keywords: Narcissistic leadership; workplace; psychological contract.

1. Introduction

Everyone amongst us carries some sort of narcissism in one way or the other. Our vulnerabilities and sense of adequacy; want of safety and recognition; fear of failure, are the various fundamentals of our narcissism. These are also the drivers of our everyday life; our will to be better, to continuously improve, to work hard, struggle and make achievements. But when this narcissism manifest itself in the forms of unhealthy and negative behaviors; like jealousy, paranoia, social withdrawal, low-self esteem, depression etc., then it cause havoc for people and relationships. The situation becomes further complicated when such phenomenon remain unchecked and uncontrolled. Even in leaders (bosses and managers), the fear of failure or the sense of not being good enough provides the tension that makes them play on their strengths, become innovative & creative, take risks etc. to outperform others. But when a boss is not emotionally mature or self-aware, then the same fears and anxieties manifest into workplace hazards such as micromanagement, mistrusting others, defensiveness, indifference etc. which not only undermines his/her leadership effectiveness but also have grave effects on employees' motivation, commitment, ownership and overall attitude & behavior. This effect is not limited to employees only but it ultimately influences the whole organizational climate and as a result there is severe deterioration in overall workplace sanity.

The foremost element of effective leadership is a leader's emotional intelligence and maturity; the ability to understand and handle his/her emotions, keep constructive behaviour and attitude at work, connect with the employee and thus develop a healthy and positive psychological contract with them. The psychological contract can be broadly classified as a set of expectations held by both employer and the employee. An employee's psychological contract is greatly influenced by exercise of Narcissism by the employer. The mutual beliefs, perceptions, and informal obligations between an employer and an employee are largely affected ultimately undermining the whole dynamics for the relationship and the detailed practicality of the work to be done. This in turn phenomenally reduces the employees' loyalty and overall satisfaction.

In light of above discussion the study aims to understand the narcissistic leadership displayed by Pakistani bosses, and the behavioural manifestations of narcissism. Moreover, an in-depth analysis of behavioural and emotional contagion between such bosses and their employees and the impact of narcissistic leadership on employee's psychological contract should also address with a focus on employee's motivation, sense of ownership, behaviour & attitude, and loyalty & commitment.

2. Literature review

March and Olsen (1975) defines the term 'Narcissist' as 'Excessive love or admiration of oneself; a psychological condition characterized by self-preoccupation, lack of empathy, and unconscious deficits in self-esteem'. Medically narcissism is defined as 'the pattern of traits and behaviours which involve infatuation and obsession with one's self to the exclusion of others and the egotistic and ruthless pursuit of one's gratification, dominance and ambition'. In daily usage the term narcissist is used to describe the individuals who have a strong sense of fondness and appreciation for themselves.

The various studies classify following behaviors under Narcissism:

2.1 Self absorbed

Bad bosses claim all the good ideas and hard work as their own; they refuse to recognize other's contributions and in a sticky situation they quickly disassociate them selves from it by finding someone else to blame (Businesslink, 2008). These self absorbed bosses "don't mind making fun of other people who can't afford the same kinds of houses and cars they have. They actually believe others will be excited and enthused by their success. [They] tend to be so self-aggrandizing because of their deep, unresolved insecurities" (Eaton, 2007).

McKee and Carlson (1999) points out that dominating and controlling bosses become self absorbed as they arrange work such that others have little chance to challenge or offer ideas, share critique, or advocate personal convictions. These bosses comment on weaknesses and assign blame; withhold praise; reject inquiry that explores ideas different from their own; resist attempts challenging or questioning their point of view; prefer making decisions alone and announce them to those involved with little discussion and when confronted with failure, their priority is to deflect responsibility away from themselves and redouble their effort to be fully in charge.

2.2 Self promoting

Insecure bosses tend to talk about themselves constantly, as if they feel like they have to prove themselves; self-promotion is paramount to over-compensation for doubt (Lee, 2007). Such bosses mock other's ideas in public, rejects employee's input only to later represent them as his/her idea and they constantly remind their employee's of their shortcomings and slip-ups.

2.3 Paranoia

Paranoid thinking typically includes persecutory beliefs concerning a perceived threat. It is a disturbed thought process characterized by excessive anxiety or fear, often to the point of irrationality and delusion (Sharma, 2003). Paranoid bosses constantly feel threatened as paranoia grows from a boss's feeling of inadequacy and he is then 'outright suspicious of everyone's motives. Anything anyone does could be an attempt to undermine him. Such bosses are suspicious, hostile, fearful, and jealous; attach subjective meaning to employee motives; create rigid structures for control and they openly display a lack of trust in people, especially for those whom they are supposed to lead.

2.4 Secretive and vague

The narcissistic boss does not provide a vision to the people tries to maintain a low profile and spends much time alone in his office (Sahadi, 2006). Some of the peculiar traits of secretive bosses are that they keep information and feedback to themselves; conduct closed meetings and emerging from them appearing secretive and self-important so that staff is left guessing as to what has taken place. Although the boss may consider this act a suitable strategy to pose self important, it creates an adverse impact on employees in terms of their ownership and motivation. Secretive bosses greet their staff members with a two minute description of their task/assignment and then disappear for the next few weeks so that they aren't around for questions or feedback. This is due to two reasons: firstly, by keeping staff in the dark they'll make themselves feel really important and secondly, they are actually unsure about the task completion themselves and are desperately trying to keep this secret. If at all somehow they resort to information sharing and feedback, they normally keep it vague so that not many clarifications can be made through that.

2.5 Defensiveness

Defensiveness is insecurity coupled with a readiness to defend the self, whether by psychological maneuvers or physical actions (Noam & Wren, 1993).Insisting that they are always right, a narcissistic boss will; refuse to listen to other people's ideas, isn't prepared to be challenged; uses his/her authority to get their own way and will never admit their faults (Businesslink, 2008).

Kernis et al. (2008) in their study of secure versus fragile self-esteem, found out that 'those with the secure form are less likely to be verbally defensive while people with fragile self-esteem compensate for their self doubts by engaging in exaggerated tendencies to defend, protect and enhance their feelings of self-worth. Their findings support the view that heightened defensiveness reflects insecurity, fragility and less-than-optimal functioning rather than a healthy psychological outlook. Various studies reveal that some of the common signs of defensive behavior are loss of humour, taking offence, wanting to be right, wanting the last word, sarcasm, blaming, attacking and withdrawing into silence. Defensive bosses are always in the habit of defending their positions. They generally don't have the temperament to listen to critique. They are also not comfortable when other people present their ideas in front of them. In fact, the arguments or debate is normally considered as a challenge to their authority.

2.6 Charisma

Charisma – a term directly derived from the Greek word charisma, meaning grace, favour or divine gift – essentially refers to the production of emotional reactions by means of image-based rhetoric (allegory, analogy, metaphor and symbol) and expressive non-verbal communication (physical appearance, eye contact, voice modulation, facial expressions and arm movements) (Judge et al., 2009). Several researches claim that narcissistic leaders are characterized by a strong sense of charisma. This Charisma helps them to influence the workforce around them. Even if they do not possess it, they tend to behave in a charismatic way in order to impress people around them. By doing this, their aim might be to distinguish themselves from others or to satisfy their ego and individualism.

2.7 Self-interested influence

A great deal of research reveals that narcissistic leaders are generally driven by the fulfillment of their own goals, and hence they try to implement self interested influence (Glad, 2002; Rosenthal and Pittinsky, 2006). Narcissistic leaders prefer to practice self interested influence rather than exercising and developing influence on the basis of merit. By doing this their sole aim is to be able to establish a strong hold over others whom they mistakenly think and call as their followers. They possess a strong overriding need to be the object of constant admiration and choose their followers strictly on the basis of their ability to satisfy this hunger. As a result, their circle of accomplices consists of those persons who at all times are willing to subordinate their thoughts and actions while satisfying their needs. Such bosses give rise to a sort of club or web culture where boss act as a central figure. Subsequently all those who are closer to the centre are given much more authority and privileges. The key to getting closer to the centre is therefore complete submission to central figure and his/her authority.

2.8 Intellectual inhibition

Inhabited by a hypersensitivity to criticism and an exaggerated need for admiration, narcissistic leaders tend to engage in the intellectual inhibition of their subordinates (Glad, 2002; Rosenthal and Pittinsky, 2006). There are numerous signs of intellectual inhibition in the organization. The narcissistic leaders are generally very sensitive to critique and constantly defend their positions. They resist innovative ideas for the improvement and effectiveness of day-to-day operations/working. Unhealthy criticism becomes their hobby and they continuously discourage employee initiatives and offer very little appreciation of their work.

2.9 Insecurity

Insecurity can be defined as a feeling of general unease or nervousness that may be triggered by perceiving one's self to be unloved, inadequate or worthless whether in a rational or an irrational manner (Messina & Messina, 2007).

Insecurities can manifest them selves in the form of various distinct behaviours. The persons, who are insecure lack confidence in their own value and capability, trust in themselves or others. Insecurity can also be termed as an emotional interpretation of a person's fears or aspirations. It may cause shyness, paranoia and social withdrawal, or alternatively it may encourage certain other negative behaviors such as arrogance, aggression, or bullying. Insecurity is not always bad. In fact at most of the times it is the driver of our everyday actions and motives. Our needs for recognition and self actualization, or our fears of not performing well are the main determinants of our insecurities. The problems arise when these insecurities lead to certain non productive and damaging behaviors. Such behaviors if kept unchecked have the tendency to create havoc at the workplace and destroy workplace climate. Insecurities generally lead to an unhealthy psychology and behaviours. Insecure people have difficulties in establishing healthy, long-lasting relationships as due to their unhealthy behaviour, others perceive them as being snobbish, rude, indifferent, selfish, shy, incompetent etc. and thus avoid them.

2.10 Impact on employee's psychological contract

A psychological contract represents the mutual beliefs, perceptions, and informal obligations between boss and worker. It sets the dynamics for the relationship and defines the detailed practicality of the work to be done. It is distinguishable from the formal written contract of employment which, for the most part, only identifies mutual duties and responsibilities in a generalized form. The psychological contract is a set of expectations held by both employer and employee (Rodgers, 2007).

Studies states that extensive data from the corporate world suggest that the behavior of executives has a profound effect on the behavior of the workforce. The behavior of leaders is responsible for at least 70 percent of the emotional climate of a company (Goleman et al., 2002). Thus as an employee's most influential role model, it is the direct supervisor who most shapes and molds the beliefs and attitudes of the workforce (Trautman, 2004).

As per a recent poll of 2,330 workers by recruiter 'Monster', there is a direct link between how employees view their bosses and how they feel 6about their jobs. Primary view of the boss shapes in employee's perception through his/her behaviour; attitudes, moods and display of positive or negative emotions.

Corelli (2004) believes that insecure bosses pass on their weaknesses and insecurities to others through their bad behaviours. She sates that these bosses 'are poor leaders, who let their ego and desire for power get in the way of doing what's best for their employees and their company… [They] tend to create employees who are best described as 'Coasters' - people who are so intimidated or frustrated with their boss's behaviour that they drop their performance to a bare minimum. Such ongoing behaviour even manages to pull down the best employees'. Insecure bosses become toxic, states McKee and Carlson (1999), 'their poisonous emotions cause us to sink to the lowest common denominator. Worse, when destructive emotions emanate from the most powerful amongst us, we catch the disease, and then spread the pain. It's not long before we live and work in an environment that is caustic, dissonant, and just plain miserable'.

In this study, the variables of employees' psychological contract chosen are his/her behaviour and attitude, commitment and loyalty, motivation and his/her sense of ownership towards their bosses, job and organization.

3. Method

Behavioral manifestations of narcissistic leadership in bosses and managers have rarely been studied in the local context. A hybrid of quantitative and qualitative research has been used for this research to understand the topic. Qualitative research from the vast literature available both in print and electronic media helped in understanding the various variables of narcissism; how they are linked together and/or impact each other. For quantitative research, employee satisfaction questionnaire was designed to help understand which narcissistic behaviors the employees actually face at workplace and how it impacts their psychological contract. These questionnaires were used for collecting data and information from the sample of population. The research aimed to bring forth different narcissistic behaviors displayed by the Pakistani bosses at workplace and how these behaviors affect the employee's psychological contract. The research was limited to the banking sector comprising public and private sector banks.

3.1 Research variables

Narcissistic behaviors of bosses or the behavioral manifestations of narcissistic leadership are taken as the independent variables for this research while components of employee's psychological contracts are taken as dependent variables. The independent variables (narcissistic behaviors) have been categorized as;

1. Self absorbed
2. Paranoia
3. Self promoting
4. Intellectual inhibition
5. Secretive & Vague

Employee's performance as well as his satisfaction depends on the boss's behavior. These dependent variables of employee's psychological contract have been selected as follows:

1. Commitment level of an employee
2. Ownership of the work
3. Employee's motivation level
4. Positive behavior and attitude

Literature suggests that depending on the intensity of the impact that boss's narcissistic behavior has on an employee's psychological (mental and emotional) contract, the later either leaves the job or continue working but with low motivation, commitment and loyalty and feels no or little ownership towards his work.

3.2 Hypotheses development and research tool

In conjunction with the theoretical framework following hypotheses have been framed for

examination. H_1: Boss's narcissism affects employee commitment level

H_2: Boss's narcissism affects employee motivation level

H$_3$: Boss's narcissism affects employee attitude and behavior

H$_4$: Boss's narcissism affect employee Sense of Ownership

To measure the above mention variable and examination of the hypotheses a two-part questionnaire was developed to be filled by the employees where;

- Part A focused on behavioral manifestations of narcissism in bosses; asking what behaviors they face at workplace and how frequently. The five behaviors under-study was Self-absorbed, Self-promoting, Intellectual inhibition, Paranoia and Secret &Vague.

- Part B focused on how employees' psychological contract is affected by narcissistic leadership, with a focus on following components; employee's commitment level, motivation and morale, loyalty, ownership, attitude and behavior.

3.3 Respondents

The respondents were middle management; managers, front-line managers, assistant managers, young executives and junior officers. Their bosses were mostly general managers, team/project leaders, assistant vice presidents etc. The sample included 96 employees from the Banking sector, comprising of 71 males and 25 females. The respondents were from National bank, the bank of Punjab, First Women Bank, Askari Bank, Habib Metropolitan bank and united bank.

4. Findings and discussion

The finding showed that the cronbach's alpha score of each item is well above the .06, however only motivational level construct have low alpha score, as shown in table 1. Furthermore, table 2 correlation matrix showed positive correlation between different narcissistic behaviors and variables of employees' psychological contract.

Table 3 presented the findings of regression analysis between narcissistic leadership and employees' commitment level. The findings showed that F-test value is 220 meaning that the model is highly significant and T value is 14.83, showing high significance of the variables. Hence, the result of this regression test is given below in form of an equation:

E.C = -0.0613 + 1.011 NL

(Lack of) Employee's Commitment = -0.0613 + 1.011 Narcissistic Leadership

This equation mathematically shows that If boss's narcissism at workplace increase by 1 then employee's lack of commitment would increase by 0.95 (-0.0613 + 1.011 * 1). This shows that whenever there is an increase/decrease in bosses' narcissism at workplace then lack of commitment in the employees would increase/decrease in the same direction to almost the same degree. Hence our hypothesis 1 is accepted.

Table 4 presented the findings of regression analysis between narcissistic leadership and employees' motivation level. The findings showed that F test value is 443.4 meaning that the model is highly significant. Moreover, T value is 21.06, showing high significance of the variables. The result of this regression test is given below in form of an equation:

E.M = 0.24 + 0.96 NL

(Lack of) Employee's Motivation = 0.24 + 0.96 Narcissistic Leadership

This equation mathematically shows If boss's narcissism increase by 1 then employee's lack of motivation would increase by 1.2 (0.24 + 0.96 * 1). This shows that when ever there is an increase/decrease in bosses' narcissism at workplace then lack of motivation in the employees would increase/decrease in the same direction to almost the same degree. Hence our hypothesis 2 is accepted.

Table 5 presented the findings of regression analysis between narcissistic leadership and employees' attitude & behaviour. Findings showed that F test value is 232.5 meaning that the model is highly significant. Moreover, T value is 15.2, showing high significance of the variables. The result of this regression test is given below in form of an equation:

E.A.B = 0.17 + 0.89 NL

(Decline in) Employee's Attitude & Behaviour = 0.17 + 0.89 Narcissistic Leadership

This equation mathematically shows that if boss's narcissism increase by 1 then deterioration in employee's attitude and behaviour would increase by 1.06 (0.17 + 0.89 * 1). This means that employee's attitude & behaviour is directly proportional to or positively dependent on narcissistic leadership i.e. an increase in overall narcissism of boss means an increase in deteriorating employee attitude & behaviour. Hence our hypothesis 3 is accepted.

Table 5 presented the findings of regression Analysis between narcissistic leadership and employee's sense of ownership. Findings showed that F test value is 207 meaning that the model is highly significant. Moreover, T value is 14.4, showing high significance of the variables. The result of this regression test is given below in form of an equation:

E.O = 0.384+ 0.857 NL

(Lack of) Employee's Ownership = 0.384+ 0.857 Narcissistic Leadership

This equation mathematically shows that if boss's narcissism increase by 1 then lack of employee's sense of ownership would increase by 1.24 (0.38+ 0.86 * 1). This means that employee's sense of ownership is directly proportional to or positively dependent on narcissistic leadership i.e. an increase in overall narcissism of boss means an increase in declining employee ownership. Hence our hypothesis 4 is accepted.

This study clearly shows that boss's/supervisor's behaviour is a major determinant of employees' satisfaction at workplace and is the most vital force in making and shaping workplace culture and emotional climate. It is clear that employees' behaviour and attitude resonates strongly with their bosses' behaviour and attitude. There is a very strong emotional and behavioural contagion at work in the workplace where the juniors mimic (consciously or unconsciously) the moods, emotions, behaviour and attitude of their seniors. The survey shows that narcissistic boss passes on his/her weaknesses to others through his behaviour as we see that a paranoid boss eventually makes his subordinates feel suspicious and mistrusting as well. As loyal employee is one, who is committed to the success of the organization and believes that working for the organization is his/her best option, then our data, which shows that almost 62% of the employees tell their friends and associates how dissatisfied they are, working for their organizations due to a bad boss. This proves that bad boss behaviour is costing organizations loyal employees. How narcissistic leadership is costing the organizations in terms of high turnover rates, poor team work and declining workforce motivation and morale, is also evident from the fact that 72% employees are only concerned about their own individual work and admit to not caring about their teams. And 85% employees feel stressed and dejected at the prospect of coming to work because of their bosses.

There is also a direct link between how employees view their bosses and their sense of ownership towards their job, organization and colleagues. Almost 78% respondents said that they 'think' about quitting their jobs because of their bosses which shows that employee's perception of his/her organization is attributed to the actions and behaviours of his/her leader or boss. In majority of the employees' minds, their boss represents their organization; if boss is caring this means that the organization is caring and if the boss is unappreciative or unfair than the organization is thought of as unfair and unappreciative.

When a boss takes out his sense of inadequacy on his employees in the form of misuse of power, sarcasm and unfair criticism; his inferiority complex in the form of being over-defensive, discouraging growth of others, rejecting their views and ideas; his superiority complex in the form of being arrogant and rude, self absorption and self-promotion etc. then these frustrations and negative behaviors seeps into the work climate to an extent that others too start to feel insecure. The employees start to feel that their seniors and organization consider them just an input and not a valuable asset. Thus their commitment and loyalty towards their job, team, bosses and ultimately the organization starts to deteriorate. In cases where a boss never realizes or acknowledges his/her destructive behavior, the employee ends up leaving the organization for good.

Employee's dissatisfaction is not only caused by disrespectful behaviour of bosses but also due to a lack of appreciation. Unappreciative bosses pulls down the morale of the team and makes employees turn to 'intellectual soldiering' whereby the employees keep their valuable ideas, views, feedback, inputs etc. to themselves as they don't feel motivated or appreciated enough to go beyond the call of duty for their bosses or the organization. Most employees distrust their bosses on the most basic level; they don't feel free from

fear, intimidation or bullying at work, they feel their ideas/hard work/feedback/teamwork is not being acknowledged nor appreciated and their bosses don't trust them. The survey findings show that positive emotional climate and employees' satisfaction is a direct product of mutual 'Trust' and 'Respect'.

Lack of trust in the form of micromanagement, paranoia, fear mongering and secrecy are the main culprits of declining employees' commitment and motivation at workplaces. While a lack of respect for employees in the form of sarcasm and blame games directly strikes at employees' behaviour & attitude and their sense of ownership towards not just the leader and team but also towards their organizations. The respondents who have experienced a psychological contract breach, especially due to lack of trust and/or respect from the bosses, admitted to a decline in their performance e.g. changes in attitudes, reduced energy at work and less trust for managers and/or the organization.

As long as the comparison of public and private sector organizations is concerned, the survey findings show that there is not considerable difference between the two in terms of display of narcissistic leadership and its impact on employee psychological contracts. The presence of narcissism among bosses, its behavioural application at workplace and its impact on employee psychological contract has been found to be almost same in public and private sector organizations. Only slight variations were observed in responses from public and private sector respondents which can be considered negligible.

5. Limitations & scope for future research

Narcissistic leadership has numerous characteristics but for this paper, the research has been limited to top five variables of narcissism with a focus on the behavioural manifestations of such leadership at workplace. The further research can be conducted by taking into consideration all the variables that combine to build up narcissism. Narcissistic leadership in bosses can be studied both by psychological testing and behavioural manifestations. Due to the researcher's little experience of psychological testing and the time constraints, the research has been restricted to study of 'behavioral manifestations' of boss's narcissism and how they impact employees' performance.

The most notable limitation was that of limited available time. Another major hurdle was the lack of literature and studies on narcissistic leadership and employee psychological contract. Although there are numerous international researches on such topic but the literature in context with local corporate sector was not available. Due to the nature of research, a notable limitation has been getting honest feedback from people. Although it was clearly specified on the survey questionnaire that the information given would be treated strictly for research purpose, yet a lot of respondents were reluctant to fill the questionnaires regarding their bosses.

Another limitation is that the sample size is not sufficient enough to reflect the actual reality of the organizations functioning in Pakistan in context with measuring the degree to which local bosses show narcissistic leadership and their impact on their employee's psychological contract. The research was limited to only Banking sector due to time and resource constraints. In order to have a more detailed comparison of public and private sector organizations, the future research may be carried out by considering more sectors and taking greater sample size.

Conclusion

Although emotional intelligence is the buzz word these days in the corporate world but the survey findings show that a very slight percentage of managers and bosses actually practice E.I at work.

Each and every one of us carries within our selves, some sort of narcissism in one form or another and this is not always bad. This can be one's driving force in life e.g. one's fear of failure keeps him trying harder then others. But these behaviours only benefit us positively when we are aware of them because only then we can channel them in the direction that makes us come through as the winners. The narcissism that we remain unaware of, consciously or unconsciously, manifests itself in form of destructive behaviours. Especially in leaders/bosses, this takes the form of behaviours like self absorption, self promotion, over defensiveness, verbal abuse, paranoia, micromanagement or other humiliating behaviours etc.

Every year millions of dollars are spent on employee and management training & development, Leadership training programs and team interventions etc. but the narcissism among bosses remain largely ignored and unaffected. It acts as an impediment for any behavioural training to be internalized and fully utilized to its

maximum potential. Organizations need to understand that without first working towards a change in attitude and behaviour, none of other trainings would institutionalize the desired changes in the workforce and workplaces. Because employees see their bosses' narcissistic behaviours to remain unchanged and this is a big de-motivator for them as is evident from survey findings. Also without focusing on E.I development of leaders, the leadership potential would remain unfulfilled. Organizations need to include in every training program a module of narcissistic leadership. Specific psychological and/or behavioural tests can be designed and conducted to determine the level of narcissism among bosses and managers. In this regard, an indicator of narcissism can be introduced which would precisely determine the narcissism level. This indicator can then be called as NQ, (the Narcissism Quotient). NQ would then mean;

1. The degree to which a person or specifically a leader is aware of and acknowledges his/her narcissism and vulnerabilities.
2. The understanding and recognition of the behavioural manifestation of that narcissism.
3. Understanding, how to regulate his/her narcissism into productive and healthy behaviours

The organizations need to make their professional development programs focus on promoting and developing the NQ across all its management tiers.

From the study, it's clear that effective leadership is largely about self awareness particularly to one's own narcissism. The remedy is not for a boss to 'cover-up' his/her narcissism by being over-friendly or too lenient and flexible etc. because even then the narcissism would come through in the form of some other behaviour. For example a power-hungry micro-manager trying to act as a good boss, might delegate some power to the team but then he/she can end up hoarding the resources or using sarcasm/verbal abuse every time the team makes a mistake or fails etc.

This means that our body language or behaviour communicates clearly to others what our conscious mind tries so hard to cover up. So the first step towards countering narcissistic leadership is that a boss becomes self-aware of his/her own narcissism; to understand his/her hot buttons, the drivers of his/her feeling of superiority or inferiority, to understand his/her own feelings and emotions etc. Without this the second step of self regulation becomes impossible and ineffective. And if a boss fails to regulate his/her narcissism then he/she fails to show empathy and thus become impotent at interpersonal relationships.

In order to counter narcissistic leadership and to positively influence the emotional climate of the workplace, serious efforts at the organizational level also need to be materialized. In this regard, a diversified behaviour approach is needed e.g. clear communication and feedback, information sharing, proper delegation with empowerment, appreciation of work well done and coaching for weak performance etc.

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Table(s)

Table 1: Reliability scores

Cronbach's Alpha	Variable	N of Items
.876	Self absorbed	5
.811	Self promoting	5
.604	Paranoia	5
.718	Intellectual inhibition	5
.638	Secretive & Vague	5
.876	Commitment level	4
.811	Ownership of work	4
.594	Motivation level	4
.618	Behavior & Attitude	4

Table 2: Correlation between different narcissistic behaviors and variables of employees' psychological contract

Correlation	Commitment level	Behaviour & attitude	Ownership of work	Motivation level
Self absorbed	0.8201	0.8193	0.8012	0.8739
Self promoting	0.7876	0.7727	0.7430	0.8413
Intellectual inhibition	0.8717	0.8573	0.7811	0.8753
Paranoia	0.8414	0.7286	0.7301	0.8025
Secretive & vague	0.7156	0.6767	0.6572	0.7319

Table 3: Regression analysis between narcissistic leadership and employees' commitment level

Regression Statistics	
Multiple R	0.831822
R Square	0.691928
Adjusted R Square	0.688785
Standard Error	0.587981
Observations	96

ANOVA

	df	SS	MS	F	Significance F
Regression	1	76.09599	76.09599	220.1079	8.46E-27
Residual	94	33.88068	0.345721		
Total	95	109.9767			

	Coefficients	Standard Error	t Stat	P-value
Intercept	-0.0613	0.174107	-0.3521	0.725517
narcissistic leadership	1.010886	0.068137	14.83604	8.46E-27

Table 4: Regression analysis between narcissistic leadership and employees' motivation level

Regression Statistics	
Multiple R	0.904979
R Square	0.818986
Adjusted R Square	0.817139
Standard Error	0.392736
Observations	96

ANOVA

	df	SS	MS	F	Significance F
Regression	1	68.39014	68.39014	443.3957	3.76E-38
Residual	94	15.11569	0.154242		
Total	95	83.50583			

	Coefficients	Standard Error	t Stat	P-value
Intercept	0.240084	0.116293	2.064472	0.041615
narcissistic leadership	0.958337	0.045512	21.05696	3.76E-38

Table 5: Regression analysis between narcissistic leadership and employees' attitude & behaviour

Regression Statistics	
Multiple R	0.838744
R Square	0.703491
Adjusted R Square	0.700465
Standard Error	0.502403
Observations	96

ANOVA

	df	SS	MS	F	Significance F
Regression	1	58.68824	58.68824	232.5128	1.29E-27
Residual	94	24.73605	0.252409		
Total	95	83.42429			

	Coefficients	Standard Error	t Stat	P-value
Intercept	0.166252	0.148767	1.117533	0.266499
narcissistic leadership	0.887763	0.05822	15.24837	1.29E-27

Table 6: Regression analysis between narcissistic leadership and employee's sense of ownership

Regression Statistics	
Multiple R	0.823858
R Square	0.678742
Adjusted R Square	0.675464
Standard Error	0.514112
Observations	96

ANOVA

	df	SS	MS	F	Significance F
Regression	1	54.72591	54.72591	207.0511	6.66E-26
Residual	94	25.90249	0.264311		
Total	95	80.6284			

	Coefficients	Standard Error	t Stat	P-value
Intercept	0.384161	0.152234	2.52349	0.013228
narcissistic leadership	0.857271	0.059577	14.38927	6.66E-26