

MIRROR, MIRROR, ON THE WALL, WHO'S THE FAIREST OF THEM ALL? NARCISSISTIC LEADERS IN ORGANIZATIONS AND THEIR MAJOR EFFECTS ON EMPLOYEE WORK BEHAVIORS

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ABSTRACT

The destructive aspects of leadership and how dysfunctional leaders can jeopardize an organization's culture and values have been a trend topic in business management recently. The personality traits that are associated with leader failure mainly come with the Dark Triad traits: narcissism, psychopathy, and Machiavellianism. Narcissism covers some attitudes and behaviors such as an admiration for oneself, self-love, extreme selfishness, arrogance, grandiosity and superiority upon others. As narcissism is described as one of the undesired personality traits, unhealthy conditions and destructive consequences can easily be occurred when the narcissistic leaders get authorization and come into action in organizations. It's clear that narcissistic leaders are only interested in him/herself and they usually think that the world is revolving on the axis of "self" and without their leadership, the organization cannot reach its full potential and disappear in the end. In this conceptual paper, narcissism and narcissistic leaders will be identified and their tactics will be revealed in detail. Then, the common attitudes and behaviors they engage in and reflect others will be outlined and in the conclusion section, the precautions that can be taken to prevent form narcissistic leaders and the ways to reduce their negative effects on employee work behaviors in organizations will be listed and recommendations will be made thoroughly.

Keywords: Narcissism, Narcissistic Leaders, Narcissistic Leadership.

“AYNA AYNA, SÖYLE BANA! VAR MI BENDEN GÜZELİ BU DÜNYADA?” ÖRGÜTLERDE NARSİST LİDERLER VE ONLARIN ÇALIŞANLARIN İŞ DAVRANIŞLARINDAKİ ÖNEMLİ ETKİLERİ

ÖZ

Yıkıcı liderlik özellikleri ve yetersiz liderlerin, örgüt kültürünü ve değerlerini nasıl tehlikeye attıkları, günümüzde işletme yönetimi kapsamında yoğun bir şekilde ilgi çeken konular haline gelmiştir. Liderlerin başarısızlıklarıyla ilişkilendirilen kişilik özellikleri olan Narsisizm, Makyavelizm ve Psikopati, “Karanlık Üçlü” kişilik grubu kapsamında ele alınmaktadır. Narsisizm, kişinin kendisini aşırı düzeyde beğenmesini, kendisine düşkünlüğü, aşırı bencilliği, kibiri, böbürlenmeyi ve diğerlerine göre üstün olduklarını yansıtan tutum ve davranışları kapsamaktadır. Narsisizm, istenmeyen kişilik özelliklerinden birisi olarak kabul edildiği için, narsist liderler örgütlerde yetki sahibi olduklarında ve kişisel faaliyet alanları geliştiginde örgütte olumsuz ve istenmeyen koşullar kolaylıkla oluşabilir. Narsist liderlerin sadece kendilerini düşündükleri, dünyanın kendi eksenleri etrafında döndüğünü ve onlar olmadan örgütün gerçek potansiyeline erişemeyeceğine ve sonunda yok olacağına sanmaları bir gerçektir. Bu çalışmada, narsisizm ve narsistik liderler tanımlanacak ve başvurdukları taktikler detaylı olarak ele alınacaktır. Daha sonra, sonuç bölümünde, narsistik liderlerden uzak durmanın yöntemleri irdelenecek ve onların örgütte çalışanlar üzerindeki olumsuz etkilerinin azaltılmasının yolları anlatılacak ve bu konuda önerilerde bulunulacaktır.

Anahtar Kelimeler: Narsisizm, Narsist Liderler, Narsist Liderlik.

1. INTRODUCTION

Leaders play a vital role for reaching the organizational goals. True and effective leaders not only inspire and motivate employees to do their jobs well but also boost employees' engagement for the organizational goal achievement. Additionally, good leaders enable co-ordination, unity and cooperation among employees by reconciling personal interests with organizational goals. As Cashman (2017) emphasized that in order to be the most effective and results-producing leaders various features such as courage, authenticity, influence and value creation support leaders' effectiveness, competencies and skills should be improved. In addition, he maintained that good leaders can balance their personal power through the power of shared purpose to enhance sustainable organizational performance.

On the other hand, everybody has their own unique personality traits including "leaders". Narcissism is such a personality trait that anybody can have and it reflects some unwanted behaviors and attitudes that bother individuals when exposed. Since narcissistic individuals lack of empathy, intolerant of disagreement or questioning and usually think that everyone else as inferior so they usually experience friction in their relationships. Caprino (2019) stated that narcissism with a higher degree is a personality disorder that narcissistic individuals view other people as less clever, less skillful and less deserving and they think that the world owes them something. Furthermore, they have arrogant and supercilious behaviors and attitudes toward others, so they always expect excessive admiration from other people. According to Clarke (2019), narcissists always crave attention, admiration and they only pursue for their own interest and success with an excessive sense of self-importance that influences their decision-making and interaction with people. However, Nevicka et al., (2011) pointed out that a narcissist comes across as intelligent, charismatic, and confident and narcissists might be judged positively when it's time to hire them as leaders and candidates of leaders with higher levels of narcissism would receive higher leadership ratings than individuals with low levels of narcissism do. Braun (2017) has also maintained that narcissists usually seek for leadership and they are often chosen for leadership positions by others and they seem like the kind of individuals anybody wants to work for in the organization. On the other hand, it might be too late that by the time you see the dark sides of them because they are self-absorbed and always have views of entitlement and superiority so they perform by putting the needs and interests of others at risk merely for their own interest.

For this reason, leaders with higher levels of narcissism would be selected by the Human Resources (HR) as the best option but narcissistic leaders may jeopardize organizational culture because of their risky decision making and fantasies of success and power so, they can be destructive for the organization on the whole and finally they may cause huge hidden costs like employee burnout or high employee turnover rates. Consequently, in this conceptual study, leaders who have narcissistic personality disorder will be outlined and the traits of narcissist leaders will reveal in detail. Then, in the conclusion section, the solutions and recommendations will be made in order to avoid and reduce the negative effects of narcissistic leadership for organizations.

2. NARCISSISM, NARCISSISTIC LEADERS AND NARCISSISTIC LEADERSHIP

2.1. Narcissism

The term "narcissism" derived from the Greek mythology that is about a young man Narcissus, who wanted to drink some water and when he saw his reflection in the water, he was surprised and almost paralyzed by the beauty he saw and fell in love in his own reflection in the pool of water. Then, Narcissus couldn't draw himself away from the water, pined away desperately till he finally died of thirst and hunger (Lyons, 2019: 10). Originated from the story of ancient Narcissus, narcissism is regarded as subclinical personality trait on which individuals from the cultures and communities vary from one another in the world (Brummelman et al., 2016: 8). Narcissism was first labelled as a mental disorder by the British essayist and physician Havelock Ellis in 1898 and Sigmund Freud was well-known for his early work on narcissism in psychoanalytic theory in 1914. According to him, narcissism is a normal stage in child development, but it is regarded as a disorder when it develops after adolescence (Humphreys et al., 2016: 3). In short, narcissism is also addressed

mainly in three forms as narcissistic personality disorder (NPD), grandiose narcissism and vulnerable narcissism in the literature. First, grandiose narcissism is associated with the individuals who are explicitly and outwardly immodest, exhibitionism, self-promotional, immodesty, self-enhancing, grandiose sense of self-importance, callousness, and entitled, and it includes the traits of disagreeableness, manipulateness, antagonism and agentic aspects of extraversion. Indeed, grandiose narcissism is negatively to neuroticism but positively to extraversion and openness. In addition, grandiose narcissism is regarded as a personality trait in the general population. However, vulnerable narcissism which is typically measured in the empirical literature portrays individuals who are hypersensitivity to criticism, unrealistic fantasies, self-absorbed, psychological distress, entitled, withdrawal and distrustful of others when reflecting substantial, overt psychological distress and fragility. Second, vulnerable narcissism is associated positively with neuroticism and negatively to extraversion and conscientiousness and it's reviewed more with clinical manifestations of narcissism (Miller et al., 2017: 292; Kaufman et al., 2018: 2; Braun, 2016: 3; Rogoza et al., 2018: 104). Plus, narcissism is considered as both a personality variable that is associated with the Dark Triad and as a personality disorder that is Narcissistic Personality Disorder (NPD) (Fatfouta, 2019: 2). Additionally, narcissism and the narcissistic personality disorder showing dominance, hostility, and selfishness, entitlement and the self-preoccupation with the self that negatively impacts the relationship with other people are viewed within the concept of the "symptoms" of Narcissistic Personality Disorder both in the Diagnostic and Statistical Manual of Mental Disorders (DSM-5; American Psychiatric Association, 2013) and the International Statistical Classification of Diseases and Related Health Problems, (ICD-10; World Health Organization, 1995) (Krizan and Herlache, 2018: 4). Consequently, Erkutlu and Chafra (2017) argued that narcissism is associated with workplace deviance and various kinds of unethical and exploitative behaviors such as intentions to cheat, to lie, to hide important information, to disrupt cooperation among coworkers that interrupt workflow and even white-collar crime in organizations. If followers think that their leaders as dishonest and unethical, then they would possibly experience psychological strain, pressure and depression in the workplace, and engage in negative follower behaviors that cause employee burnout, turnover intention, low job satisfaction and commitment.

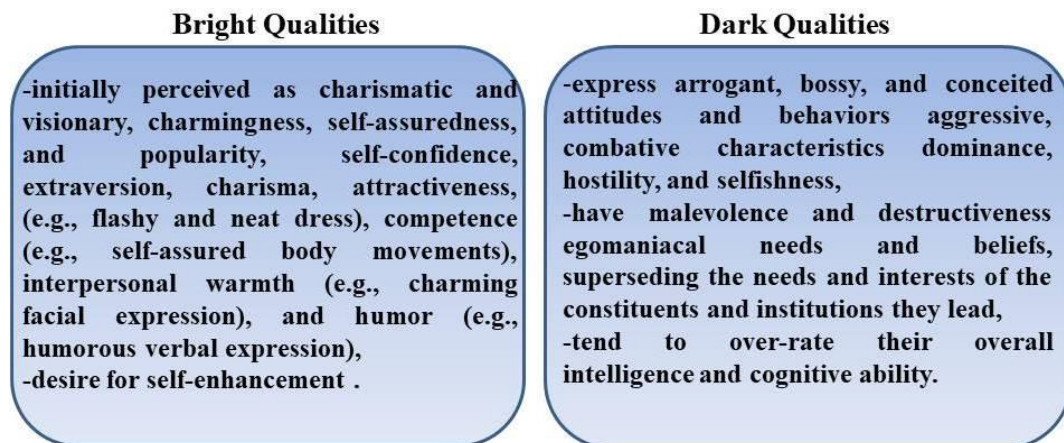
2.2. Narcissistic Leaders and Narcissistic Leadership

Contrary to the narcissistic leaders, real leaders high in power motivation are not interested in being liked, but they are interested in having a positive impact on others (Fredah and Perkins, 2015: 4). Since narcissistic behavior refers to dominance, hostility, actively self-promoting, and arrogance, it's so clear that narcissistic leaders might be very detrimental for the organizations because they hold beliefs of entitlement and superiority and adopt the personality traits that are driven by person's need for power, authorization, and admiration, self-absorption and approval from other individuals and totally "yes" people to them. Indeed, narcissistic leaders are only interested in themselves and they prioritize their interests even to the jeopardizing of others' interests or values at the expense of the organizational goals. The danger is, the narcissists usually want to become leaders because they feel entitled to these positions in organizations because they want to be admired all the time and the best position to satisfy their endless desire is to become a leader sooner or later. Harms et al. (2011) argued that counterproductive work behaviors are directly linked with the trait narcissism and individuals with narcissistic personality are usually nominated as leaders by groups or they can be perceived as more leader like in job interviews. On the other hand, narcissistic leaders are often rejected by their groups over the long-term because of their arrogance, aggressive tendencies during criticism and high-handedness. Therefore, it can be concluded that narcissistic leaders can have possible short-term advantages, but also long-term detrimental consequences on performance and leadership because they are unusually self-confident, reluctant to admit failures and mistakes or listen to advice, and unable to learn from experience.

Godkin and Allcorn (2011) argued in their study that narcissism lies at the core of leadership and organizations can be led by "constructive narcissists" and "destructive narcissists" but the destructive narcissist leaders help to flourish feelings of deprivation, confusion, insecurity and inefficacy among the employees and cause decrease in individual and organizational performance.

That is to say, organizational identity might shift in return for destructive narcissistic exercise of power of the leader and so, unethical behavior becomes institutionalized in organizational structure and culture and embedded in tactical practices. For example, Guedes (2017) emphasized that there is a bright side to narcissism, which translates into positive outcomes in organizations related to narcissism but that doesn't solely mean that narcissism itself is not adequate to explain an organization's great performance but may simply play an important role. Moreover, Blair et al. (2017) maintained in their study that comprehending the narcissism well is the key to understanding the unethical leadership on the whole. Because, they argued that narcissistic leaders reflect both the bright and the dark side of leader traits and they implied that narcissistic leaders are more likely to show unethical behaviors by ignoring input from others and creating false data to justify decisions that cause lower job satisfaction and adversely affect organizational culture at all. Narcissism in leadership has frequently been considered as a "mixed blessing" because of narcissistic leaders have dark and bright leadership qualities, brighter ones are prominent especially at first sight. **Figure 1** shows the bright and the dark qualities of the narcissistic leaders:

Figure 1: The Bright and the Dark Qualities of the Narcissistic Leaders.



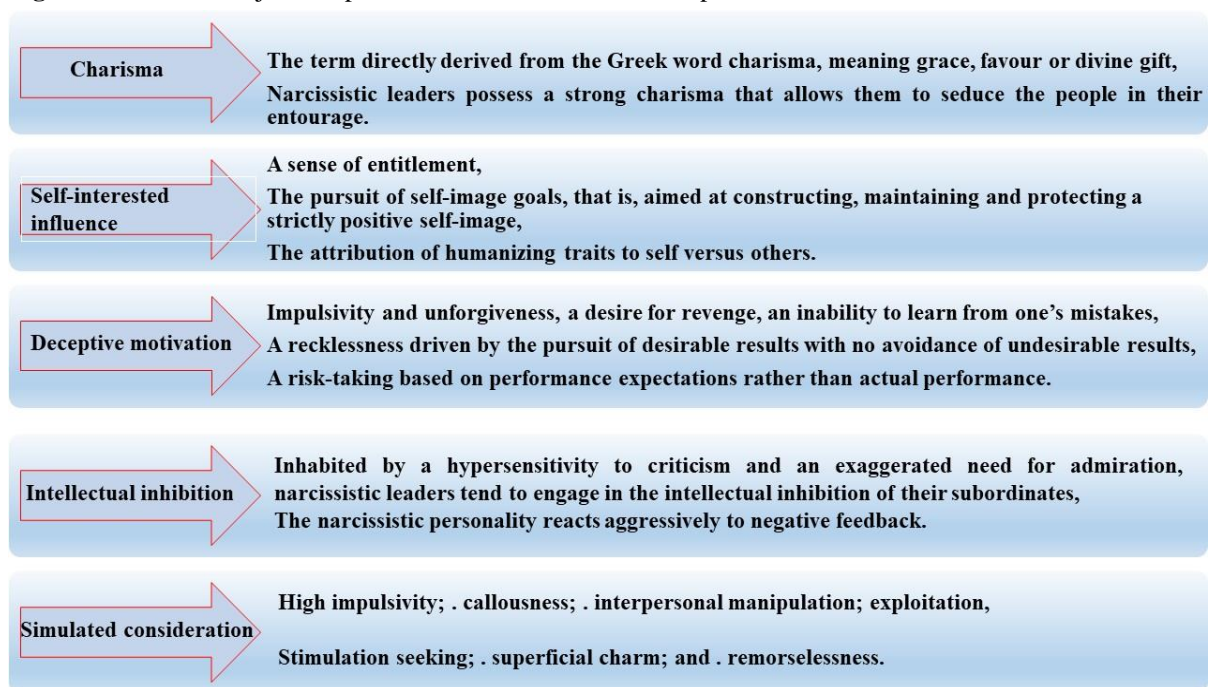
(Fatfouta, 2019: 1; Braun, 2016: 1-2; Byrne and Worthy, 2013: 112)

However, since narcissists reflect a number of negative interpersonal features, for example, a lack of empathy, self-flattery, exploitativeness, a sense of entitlement, antagonism and egocentrism, then narcissistic leaders prone to abuse their power that cause detrimental consequences in the organization. Furthermore, it's obvious that when the narcissistic leaders' ego is threatened they directly aggress against and derogate others even without any provocation and they easily externalize blame when accepting credit for others' success, yet they are often highly critical of others and they always expect perfection from others. In sum, they are often perceived as abusive leaders for their self-interested, shameless attention-seeker sides and dominant manners by the followers (Nevicka et al, 2018: 2). Humphreys et al. (2016) stated in their study that followers usually consider narcissistic leaders initially alluring, but this allurements might wane before long. So, it has been outlined that narcissism might be regarded as healthy one and truly reactive narcissism because healthy narcissism at first can be considered as constructive productive or normal comparing to truly reactive narcissism for its insulting reputation which consists of cold, selfish, ruthless, insensitive, arrogant, caustic, hostile attitudes and behaviors. Therefore, it might be assumed that constructive narcissistic leaders have been viewed as positive creative dynamic and authentic leading, possess the charisma and grand vision since it depends on the bright side of narcissism at first sight but it often turns into destructive narcissistic leaders whatsoever.

Seeing that narcissist individuals are attracted to leadership positions because of obsessed with power and recognition, they are often found in top positions in organizations. Just because the top ranks simply suit their ambitions and influence well and they are the positions where they can exert authority, feel superior to others and leave behind a grandiose legacy of achievement (Guedes, 2017: 182). As narcissistic leaders are under the influence of prominent features of the trait narcissism, they may both positively and negatively influence organizations. Though narcissistic leaders are considered as inspirational, succeed in situations that time for change, and be a force for creativity, they might violate integrity standards and moral values that cause depressed, disappointed or unhappy employees in the organization (O'Reilly et al., 2014: 218). Accordingly, it's true that narcissistic leaders are obviously motivated to gain the admiration of others and receive affirmation of their superiority but the methods and the process of gaining admiration and affirmation are self-defeating in the long-term because of the severe behaviors or attitudes they engage in such as easily aggressing at and derogating others, lack of empathy, paranoia, isolation, unwillingness to listen, being rude and hostile towards others, over competitive and over controlling behavior, self-aggrandizement and low intimacy strivings (Judge et al., 2006: 764; Boswell et al., 2019: 3). Hence, narcissistic leaders take more credit for achievement than is warranted and reject to concede their own failure, errors, or faults and a narcissist leader is "frequently in error but never in doubt at all. They inappropriately stir the pot that leads to potentially destabilizing a functional business and become excessively destructive both to themselves and to the organization where they perform (Leary and Ashman, 2018: 64-65). Narcissistic leaders often think that they can only get more positive and efficient outcomes in the organization by consolidating their power and control over employees and they perform under the assumption that power and control can promote their self-serving behaviors and think that they are more deserving of praise, privileges, and rewards than others (Fuller et al., 2018: 9). Additionally, narcissistic leadership is mainly defined as the exercise of power for uncompromisingly personal or selfish interests and ends, having a view that they are special and unique and narcissistic leaders utilize all the resources available to them to attract the admiration of others as a way of confirming their feelings of superiority rather than serving the organization (Ouimet, 2010: 713). All in all,

Figure 2 displays the five major components of narcissistic leadership:

Figure 2: The Five Major Components of Narcissistic Leadership.



(Ouimet, 2010, 713-726)

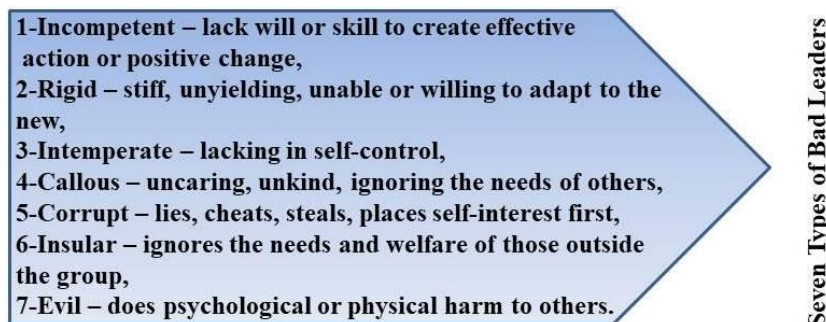
Last but not least, Rosenbach (2018) claimed that well-known leaders of today who dominate the important businesses have narcissistic personalities. It has also been outlines that today's business leaders have higher profiles than ever before. In the past when the military, religious and political issues were very popular, Napoleon Bonaparte, Mahatma Gandhi or Franklin Delano Roosevelt

determined the social agenda and wrote history. But businesses and high technology have become the social and the latest trend that businesses and their leaders have become famous recently. For example, it has been emphasized that today’s CEOs, famous leaders such as Steve Jobs, Elon Musk, Bill Gates, Mark Zuckerberg, or Jeff Bezos that lead billions of dollars’ companies achieve their goals by hiring their own publicists, granting spontaneous interviews and media shows and books to promote their own success and philosophies. Besides, their faces can easily be seen on the covers of magazines Time, Forbes, The Economist or The Business Week Time telling about their achievements and capital. On the contrary, it has been concluded that even productive narcissistic leaders might be dangerous for organizations. Today, one of the most significant examples of narcissistic leaders in the world is the U.S president Donald Trump. Braun (2017) claimed that Donald Trump, the 45th president of the United States, is highly extraverted, disagreeable, angry, charismatic, untruthful, narcissistic and he has a strong self-promotional style that reflects narcissistic grandiosity.

3. THE MAJOR EFFECTS OF NARCISSISTIC LEADERS ON EMPLOYEE WORK BEHAVIORS

It’s obvious that effective leadership certainly depends on a productive, reciprocal relationship between the leader and followers, where the leader relies upon the social influence to persuade individuals to put away their own pursuits in order to reach organizational goals. But sometimes leaders might fail while performing in the organizations and impact the employees badly due to some reasons as well. For example Burke (2006) claimed that the reasons of leadership failure fall into two main groups as “ineffective” and “unethical”. **Figure 3** shows that the major seven types of bad leaders that are most common in organizations. The first three types of bad leaders are incompetent and the last four types are unethical, plus while the incompetent leaders are the least dangerous problematic or damaging for the organizations. Besides, the evil ones are the most destructive, problematic and damaging for both the employees and the organizations. In conclusion, it’s true that the narcissistic leaders often reflect the last four types.

Figure 3: The Common Seven Types of Bad Leaders.



(Burke, 2006:93-94)

Additionally, Schyns and Schilling (2013) stated that in the US, bad leadership or abusive supervision impacts an estimated 13.6% of U.S. employees at a cost of \$ 23.8 billion annually for US-companies and results in employee absenteeism, employee burnout and higher levels of employee turnover. Plus, the prevalence of the narcissistic destructive leader behaviors in organizations is at a rate of about 11% in the Netherlands and about a third of employees reported they exposed to some type of destructive leadership behaviors in Norway. However, Hoffman et al. (2013) argued that since narcissistic leaders’ sense of drama, their ability to manipulate others, their knack for establishing quick superficial relationships enables them well, their certainty and self confidence in decision making, particularly when facing the environmental uncertainty, can lead stir up to perceive them as inspirational leaders. On the other hand, in the long term, narcissistic leaders adopts some methods for gaining admiration and affirmation but their tactics such as low intimacy,

vanity, self-aggrandizing, selfishness and aggression will certainly undermine interpersonal employee relationships in the organization. Because they are willing to derogate others in order to maintain self-esteem, they never admit their mistakes and they are highly sensitive to criticism. Indeed, Ouimet (2010) claimed that, narcissistic leadership leads major negative consequences in the organization such as:

- Causing volatile and restless among employees,
- Causing a very toxic organizational climate,
- Infliction of damage on employees,
- Destruction of subordinates' and employees' trust and confidence,
- Lower levels of organizational effectiveness,
- Emergence of dysfunctional management,
- Outbreak of unethical behavior among employees.

Maccoby (2004) maintained that narcissistic leaders might appear to be gifted and creative strategists who can see the big picture at the beginning but they can usually turn into destructive and unproductive leaders afterwards because they usually maintain that they want teamwork what that means in practice is that they want a group of "yes-men" in the organization all the time. Furthermore, narcissistic leaders have three major traits that affect employees' behaviors negatively:

1- Sensitive to Criticism: They are almost so unimaginably thin-skinned that they are very uncomfortable with other people expressing theirs especially their negative feelings and about their faults.

2- Poor Listeners: They are not willing to listen especially when they feel threatened or attacked and they don't want to hear any criticism from others.

3- Lack of Empathy: They are willing to criticize others without putting themselves in other people's shoes and they certainly know whom they can use and they can be really cruelly exploitative.

Hence, Braun (2017) outlined that organizations seem to have turned into a "me-me-me" world of narcissism and narcissistic leaders often have negative effects on employee behaviors at the dyadic level that are dealing with focusing on leader-follower relationships. First, narcissistic leaders lack empathy and concern for others and view themselves as transformational leaders, but this view hardly ever reciprocated by others, so employees often think that they are not respected at all. Second, dynamics of negative emotions and behaviors (e.g. envy, insincerity, counter productivity) triggered by narcissistic leaders because they hinder effective collaboration in teams in the organizations through emotional and behavioral downward spirals (e.g. through upward and downward revenge and unfair competition in teams). Third, narcissistic leaders usually engage in unsustainable, "window dressing" activities and behaviors, yet sooner or later they might risk both the employees' and the teams' efforts in vain and put the organization's reputation at risk even think of committing fraud in order to protect their own reputation. In conclusion, Yu et al. (2018) emphasized that as narcissistic leaders have the negative personality traits of fraudulent motives, self-interest, concern for their own needs, and even for their own interests to harm the interests of employees, then employees' trust in them is greatly reduced and they feel themselves insecure in the organization. Moreover, it's clear that the narcissistic leaders are too resistant to other people's negative opinions, ignoring other people's suggestions, ideas and opinions, plus they sometimes can be stubborn, reckless and self-conscious. And consequently, it only leads to chaos and tension in relationships among employees in organizations, and it will also make the organization or team information feedback inefficient. Once for all, it's obvious that narcissistic leadership not only suppresses the feedback behavior of employees in the organization but also they are extremely self-focused and disregarding others, and often even reflect hostile behavior towards their employees. Thus, employees have the view that their leaders never care for themselves and their leaders don't pay attention even if they give feedback. Thereafter, the employees may feel as the duties they must perform are not so important and they feel themselves trivial in the organization so, they might begin to think to quit the job.

4. CONCLUSION AND DISCUSSION

Narcissistic leaders often have a paradoxical mixture of positive and negative personality traits and they are often perceived positively and as charismatic leaders at first sight but it can be very late when they are out of control in the organization. Besides, Nevicka et al. (2018) stated that narcissistic leaders are often perceived as abusive depending on followers' personality and while some followers might perceive narcissistic leaders' behaviors as toxic, others may not. Therefore, followers' general perceptions of narcissistic leaders are usually mixed. For example, it has been argued that low self-esteem employees often interpret leaders' toxic characteristics and behaviors as stressful and threatening and they would be less able to cope with toxic behaviors.

Thus, in this conceptual study, the narcissistic leaders who are neat, have attractive physical appearance and wearing fashionable, stylish and expensive clothes but can be very toxic for both the employees and the organization itself have been outlined and here are some precautions and measures to avoid them and to cope with the toxic effects of narcissistic leaders:

First, since narcissistic leaders threatens the work environment and jeopardize the organizational culture, preemptive precautions should be taken before hiring them in organizations. Therefore, human resources (HR) professionals must aware of the danger during the interviews and spotting narcissistic traits eminently would be the key during the interviews. Asking the right and well directed questions will help to unveil the narcissistic characteristics of the candidates and it's very important to identify narcissistic individuals in the selection and recruitment stage by conducting a survey including questions and several criteria that probe a grandiose sense of self-importance and fantasies of unlimited, unrealistic success and power. Moreover, (HR) professionals should develop situational interview questions to define the characteristics of the narcissistic individuals that should be assessed during the interview. Besides, it must be remembered that, narcissistic leaders can interview really well and have a glorious CV and the danger is the majority of the managers or HR professionals often shortcut or overlook the reference-checking process. However, checking the references of the candidates would be vital for choosing the right one because it's clear that the best predictor of future behavior is the past behavior of the candidates. So, references must be checked well and the information of the people in the reference list should be confirmed and should be contacted with them via e-mail or phone calls. In sum, to avoid infecting the organization by narcissistic leaders is to be on alert on a toxic hire in any role at any position in the organization before it's too late.

Second, if it's too late and it is obvious that a narcissistic leader has got the key position in the organization, then everything in the office might be a nightmare in the very near future. Because a narcissist leader's negative personality traits gradually make the relationships among the employees toxic and convert workplaces into poisonous environment. A narcissistic leader even may rise to the CEO's office, and eventually he/she can lead an organization into disaster. So, some steps must be taken in order to slow down the narcissist leader's acts in the organization and several methods must be employed in order to restrict reckless attitudes of a narcissistic leaders through conducting surveys searching the productivity in the organization, using 360-degree feedback in promotion decisions and measuring supervisors or managers especially on short-term profits, rather than on a balanced scorecard with the intention of how well they develop relationships with subordinates and cooperate with other employees at workplace.

Third, "The Gray Rock Method" is also a solution for dealing with toxic narcissistic leader. If the interaction with a narcissistic leader cannot be reduced much, the grey rock method can be a proper alternative to manage relations with the toxic leader. Just like a being an ordinary "Gray Rock" on the roads, gray rocking is the way of overcoming the narcissist leader's pressure by being emotionally non-responsive, boring, and just like an ordinary rock in the organization. "Gray rocking" means to avoid becoming a target in the first place and is the most feasible thing that is a boundary setting technique that lets the target of psychological abuse to remain peaceful and so this technique helps the victims to get rid of the frequent interaction with the narcissistic leader easily. On the other hand, The Gray Rock Method can be regarded as a hope to buy time until you can make your escape but since narcissistic leaders always seek for applause and flattering and if they cannot

get any response from the target for some time, he/she would easily feel bored and would move to people who he/she can satisfy their endless selfish desires.

Last but not least, staying cool, staying positive, setting clear boundaries, feeding your soul, disengaging and being not provoked are the alternative ways to deal with narcissistic leaders because they are willing to provoke others and then enjoy blaming them for the conflicts and mess in the organization. Therefore, responding properly rather than reacting hard would be more reasonable when confronting the problems caused by the toxic leaders. Avoiding gossip is another key factor when dealing with the narcissistic leaders because employees often get frustrated with the toxic behaviors that they have been exposed and want to talk about them with their co-workers but it may lead to too dangerous consequences when the narcissistic leaders learn what the employees have talked about them. So it would be so feasible if any employee doesn't complain about their poisonous leader to co-workers. Finally, after using the tactics below and if it's thought that things won't improve or change, then thinking about looking for another position within your company would be nicer plan before escaping from the organization and begin to search potential opportunities in your job area.

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GENİŞLETİLMİŞ ÖZET

Amaç

Çoğu birey takdir edilmek ve beğenilmek ister ancak narsist bireyler için bu durum bu kadar yüzeysel değildir, zira bu tip kişilik özelliğine sahip olan bireyler kendilerini birçok kişiden farklı gören, olağanüstü olduklarını düşünen, kendilerini eşi bulunmaz, üstün, önemli ve çok özel bir insan olarak düşünen; diğer insanlara tepeden bakan, övünmeyi ve övülmeyi çok seven, kendisinin ayrıcalıklı bir kişi olduğuna inanmış, karşısındakinin ne düşündüğünü ve neler hissettiğini umursamayan ve eleştirilmeye tahammülü olmayan bireylerdir. Narsist liderler, ilk başlarda oldukça karizmatik ve enerjik görünseler de çok geçmeden abartılı bencillikleri çok fazla dikkat çekmeye başlar ve zamanla, yakınlarındaki bireylere ve onların fikirlerine duydukları ilginin azalması gözlemlenir. Bu çalışmanın amacı, örgütlerde narsistik liderlerden kaçınmanın yöntemlerini ve örgütlerdeki bu kişilik özelliklerine sahip liderlerin, örgüte ve çalışanlara karşı gösterdikleri davranışların olumsuz etkilerini azaltmanın yollarını göstermektir.

Tartışma ve Sonuç

Liderler örgütler için çok büyük öneme sahiptir. Gerçek bir lider, değişimi vazgeçilmez gören, çalışanların kişisel ve mesleki gelişimlerinin önünü açabilen, yaratıcılıklarını destekleyen, onları motive edebilen, esin kaynağı olabilen ve sorunlarına çözümler üretebilen, dinamik bir görev üstlenir. Bununla birlikte, lider çalışanları örgütsel hedeflerin gerçekleştirilmesi doğrultusunda birlik içinde harekete geçirebilme yeteneğine sahiptir. Liderler bunu etkileme ve etkileme süreçlerini başarıyla idare edebildiği için başarabilir ve örgüte büyük olumlu katkılar sağlar.

Narsisizm terimi eski Yunan mitolojilerindeki bir mite dayanmaktadır. Antik mitolojide, Narkissos av sırasında susar ve bir su kaynağına eğilip su içmeye çalışırken suda kendi yansımını görür ve kendi yüzünün ve vücudunun güzelliğini gördüğünde o ana kadar fark edemediği kendi güzelliğinin karşısında çok etkilenir, adeta büyülenir ve suyun başından kendine bakmaktan kalkamaz ve günden güne zayıf düşer ve bu şekilde hastalanarak, hayatını kaybeder. Narsisizm kişilik bozukluğu bu antik mitolojiye dayanmaktadır ve günümüzde bencil, kendini beğenmiş ve sadece kendi çıkarları için yaşayan bireyleri anlatmak için kullanılmaktadır. Narsistik kişilik bozukluğu olan bireyler, başkalarının fikir veya isteklerine gereken ilgiyi göstermeyen, kendilerinin başkalarının yerine koymayan empati duygusu çok az olan bireylerdir. Çoğunlukla en önde ve gözde olmak isteyen bu kişilik özelliğine sahip bireyler genellikle başkalarının haklarına saygı göstermezler ve her şeyin kendi amaçlarına göre hizmet etmesi gerektiğine inanırlar. Kısaca narsisim, kişinin kendi ruhsal ve bedensel benliğine aşırı bir düzeyde bağlılığı ve beğenmesidir ve herkesin de kendisi için böyle düşünmesini istemektir.

Narsist liderler ise ilk başlarda oldukça enerjik, vizyon sahibi ve göz dolduran etkileme yeteneğine sahip gibi görünse de narsisizm kişilik bozukluğunun özelliklerini taşıdıklarından, zamanla çalışanlar için iş ortamı kaba dönmeye başlar ve örgüt için bir yıkım vazgeçilmez bir durum olarak ortaya çıkar. Narsistik liderler herkesin bir kusuru olduğunu bilirler ancak onlar ise bu durumdan kendilerini muaf görürler çünkü onlar kusursuz olduklarına inanmışlardır ve çalışanların duyguları ve ihtiyaçları yoktur ve çalışanları iş yapan nesnelere olarak düşünürler. Öte yandan narsistik liderler üstleriyle iyi geçinirler çünkü üstler onları gerçekten anlayabilecek yegâne kişilerdir ama altlarında çalışanlara karşı oldukça empati yoksunu bir şekilde davranırlar ve bu yüzden çalışanların daima sömürülebilir olduklarını düşünürler. Tıpkı, Pamuk Prenses ve Yedi Cüceler masalının en önemli anlarından biri olan, Pamuk Prensesin çok güzel ama bir o kadar da kötü üvey annesinin, aynanın karşısına geçip “Ayna ayna söyle bana var mı benden daha güzeli bu dünyada?” sorması gibi narsistik kişiler de daima pohpohlanmak isterler ve aksi bir durumda, örneğin masaldaki gibi “Evet, var..” cevabına benzer bir şekilde, bir an bile olsa, onlara aksi bir tutum geliştirildiğinde veya eleştiri aldıklarında, ortam narsist liderler tarafından aniden gerilir ve aksi yönde tutum sergileyen veya istediklerini duymasını sağlamayan çalışan için iş ortamı artık çekilmez hale gelir. Bunun nedeni, onlar asla eleştirilemez çünkü hata yapmazlar ve hata var ise de, o da çalışanların neden olduğu bir sorumsuzluk veya kasıtlı bir olumsuz davranış nedeniyle meydana gelmiştir.

Sonuç olarak, narsist liderler örgütleri yıkıma götürebilecek tehlikeli kişilik özelliklerine sahiptirler. Örgütün böyle bir riskle karşı karşıya kalmaması için, alınabilecek en önemli tedbirlerden biri İnsan Kaynakları biriminden sorumlu bireyler, iş görüşmelerinde, bu tip kişilik bozukluklarına sahip adayların mülakat sırasında elenebilmesi için, ilk başlarda yüksek özgüvene sahip olduklarını gösteren bu bireylere karşı uyanık olmak durumundadırlar. Bunun nedeni ise, narsist bireyler iş görüşmelerinde ve ilk karşılaşmalarda harika bir izlenim oluştururlar çünkü neredeyse her konuda kesin fikirleri olan ve hep gelecekte başarmak istediklerini anlatmalarından dolayı diğer bireylerde olumlu bir etki bırakırlar. Ancak, orta ve uzun vadede narsistik kişilik bozukluklarının özelliklerini yansıtacaklarından, öncelikle çalışanlar arasındaki ilişkileri ve iletişimi bozulacak ve daha sonra ise örgütsel verimliliğe ve kültüre zarar vermeye başlayacaklardır. Yine örgütlere bu tip bireyleri uzak tutmanın bir diğer yolu ise onların özgeçmişlerinde yer verdikleri, kendilerine referans olabilecek kişilere iletişim kanalları yoluyla ulaşmak ve iş geçmişlerini ve iş arkadaşlarıyla olan ilişkileri, suiistimal edilmeksizin, mercek altına alınmalıdır, zira narsistik bireyler daha çok gelecek ile ilgili planlarından ve vizyonlarından bahsederek diğer bireyleri etkileme yoluna gitmekte ve bunu çoğunlukla başarabilmektedirler.

Öte yandan, eğer iş işten geçmişse, yani örgütte narsistik bir liderle çalıştıysanız eminseniz, sizlerde bırakabilecekleri olumsuz etkileri azaltmanın yollarını denemelisiniz. Bunlardan en önemlileri, onları eleştirmemek, yaptıkları hataları ve aldıkları kararlar ile ilgili yorum yapmamak, ikili diyaloglar geliştirmemek ve mümkünse iletişim düzeyini azaltarak arada bir sınır oluşturmaktır. Haklarında dedikodu yapmamak ise diğer önemli bir hamle olacaktır, zira bu dedikodunun kaynağının siz olduğunu fark etiklerinde çok ciddi olumsuz davranışlara maruz kalabilir ve başvurabileceği yıldırma, aşağılama yöntemleri veya tehditlerle ruh sağlığınız tehlikeye girebilir. Son olarak, böyle bir yıkıcı liderle çalıştığınızı düşünüyorsanız örgütte başka bir birimde çalışmanın yollarını arayabilir veya son çözüm olarak başka bir iş arayışına girebilirsiniz.