

NARCISSISM: ADDING GRANDIOSITY TO ORGANISATIONS. AN ASSESSMENT OF THE INTERRELATIONSHIPS BETWEEN NARCISSISM AND PERCEIVED ORGANISATIONAL JUSTICE, PERCEIVED ORGANISATIONAL CITIZENSHIP BEHAVIOUR AND PERCEIVED JOB INVOLVEMENT

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Abstract Numerous leaders in the corporate world today have certain traits in common which may be responsible for their high standing, specifically that of narcissism. Narcissism has important consequences for organisations and interactions with employees. The present research was undertaken due to the lack of inquiries on the subject of narcissism in organisations in India. Exposing the darker side of personality, this paper attempts to describe such narcissism and explores its relationship with perceived organisational justice, organisational citizenship behaviour (OCB), and job involvement. It also attempts to differentiate between the levels of narcissism of officer and non-officer employees. A sample of 80 male participants representing two levels of management, officer and non-officer, was chosen purposively from a public sector organisation. The results indicate that narcissism is significantly and positively correlated with perceived organisational justice, OCB, and job involvement. The level of narcissism differed significantly between officer class and non-officer class employees.

Keywords: Narcissism, Organisational Citizenship Behaviour, Organisational Justice, Job Involvement.

INTRODUCTION

The industrial revolution created a need for labour with hard skills, where they were required to work in the production line and not expected to interact with one another. In contrast, it is imperative for the workforce today to possess technical skills as well as communication and interaction skills in order to be successful. In order to achieve optimal utilization of employees' skills, research needs to aim at studying such obscure aspects of organisations and then endeavour to provide solutions to such obstacles.

Narcissism is a notion that involves self-love, self-aggrandizement, lack of empathy, and inherent selfishness. Although the concept narcissism has emerged throughout history, Ernest Jones' (1913, pp. 204-226) construct of narcissism as a personality characteristic- the 'God complex', in which he described people as being aloof, self-admiring, self-important, overconfident, and exhibitionist, was quite essential in forming a consensus on the way we now describe narcissism as a personality disorder. The focus on

narcissism as an aspect of personality rather than simply a clinical disorder is constantly growing. Some writers have argued that society all together has become more narcissistic (Lasch, 1979), while others believe that individuals vary in their narcissist inclinations and such differences could be measured in the normal population (Raskin and Hall, 1981). There is also increased recognition of the fact that individuals can be reliably arrayed on a continuum depending on the relationship between narcissism and self-esteem (Watson, *et al.*, 1997, Watson *et al.*, 2000). Narcissism reflects a set of attitudes, beliefs, mannerisms, thoughts, viewpoints, values and behavioural tendencies that likely impact organisational processes in unique ways.

Narcissism is a term that generally connotes a 'person who possesses an extreme love for self, a grandiose sense of self-importance, and a powerful sense of entitlement' (Duchon and Drake, 2009, pp. 303). Narcissistic behaviours are generally seen as ego defense mechanisms used to protect one's identity and bolster a fragile sense of self. It is considered as a mask to help conceal the fragile sense of identity of a person (Akhtar

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and Thompson, 1982; Given-Wilson, et. al., 2011). It is a dynamic self-regulatory system where positive self-views are maintained and enhanced in large part by using the social environment (Morf and Rhodewalt, 2001; Morf *et al.*, 2011). According to this perspective, narcissists approach life as an arena for achieving status, success, and admiration, each of which leads to a positive self-concept. Narcissists explicitly display a positive self-image in order to disguise their implicit negative self-esteem and self-concept. Discrepant self-esteem is a form of extremely frail and delicate self-esteem characterized by high overt self-esteem and low implicit self-esteem and persons with discrepant high self-esteem show high levels of narcissism (Zeigler-Hill, 2006, Zeigler-Hill *et al.*, 2008). Another opinion states that both narcissism and self-esteem are not related to positive self-views but they are related to positivity in different spheres of the self. Narcissists differentiate themselves on two domains i.e. agentic orientation (intellectual skills, extraversion) and communal orientation (agreeableness, morality). They see themselves as more advanced on attributes related to an agentic orientation than those related to a communal orientation (Campbell *et al.*, 2002). According to Campbell *et al.* (2007), narcissists do not show uniform patterns of self-dislike. They show high self-views on measures of agency and neutral self-views on measures of communion and relationships. Narcissism is seen to be positively related to defensive and non-defensive aspects of self-esteem, and authority, vanity and self-sufficiency are aspects of narcissism that signify defensive self-esteem (Raskin *et al.*, 2006).

Research shows that narcissistic individuals self-enhance themselves regardless of whether the achievement task at hand is interdependent or independent. In contrast non-narcissistic individuals show flexibility in self-enhancement and do not self-enhance when trying to show themselves as more favourable compared to their partner (Campbell *et al.*, 2000). Defensive self-enhancement is seen as composed of two elements: grandiosity and social desirability. Research shows that narcissism is positively related to grandiose self enhancement but not to social desirability (Raskin *et al.*, 2006).

Even though literature suggests a lack of narcissistic tendencies in collectivist societies (Foster *et al.*, 2003) as individuals in such nations are preoccupied with trying to survive (Millon and Davis, 2000), there has been limited amount of research that shows evidence to the contrary. It has been observed that due to the collectivist tradition of Indian tourism organisations, a narcissistic culture is present within them (Kallarakal *et al.*, 2011). Furthermore, a display of narcissism in organisations of Enron and the Indian government's participation in the Dabhol Power Project where denial emerged as an inflated aspect of a long standing exposure to a sense of entitlement and self-

aggrandization (Duchon and Burns, 2008). Narcissism is observed as responsible for the exercise of information technology in identity formation of Indian NGOs (Ganesh, 2003). Therefore, narcissistic tendencies although present in the Indian culture have been under-studied and are only now being realized in their entirety.

There is evidence suggesting a curved association between narcissism and adjustment, where very little narcissism may be as harmful and damaging as too much (Emmons, 1984, Hickman *et al.*, 1996). Individuals who score high on the Narcissistic Personality Inventory (NPI) (Raskin and Hall, 1979) show a higher rate of self-handicap than individuals scoring low on NPI (Rhodewalt *et al.*, 2006). A high correlation has been seen between narcissism and impulsivity and this leads narcissistic individuals towards self-enhancement, aggression, and negative long term outcomes (Vazire and Funder, 2006). Even though it is perceived that narcissist leaders would enhance performance due to their display of authority, they actually end up hindering information exchange in groups which leads to poor performance (Nevicka *et al.*, 2011). Narcissism is seen to profit oneself but is non-beneficial to others and society in the long term (Campbell *et al.*, 2005). When narcissistic employees perceive abusive behaviour from their supervisors they are more likely to react in an aggressive manner (Burton and Hoobler, 2011). They also engage in more counter-productive work behaviours when job constraints are high (Penney and Spector, 2002).

There has been growing emphasis on the concepts of organisational justice and citizenship behaviour and job involvement in I/O psychology and narcissism may have much to contribute in relation to the three above.

Organisational Justice has progressed steadily since Adams (1965) introduced the concept of inequity in distributive situations. Research efforts have since recognised the need to consider other aspects of workplace justice, such as procedural justice (Folger and Greenberg, 1985; Lind and Tyler, 1988), interactional justice (Tyler and Bies, 1990) and informational justice (Greenberg and Greenberg, 1993). At its most general level, organisational justice is an area of psychological investigation that focuses on the assessment of fairness and equality in the workplace. High-perceived organisational justice not only discourages disruptive behaviour but also increases trust in authorities. Of course, behaving in ways perceived to be fair also satisfies people's interest in fulfilling moral and ethical obligations (Folger, 1998).

It is important to denote here that narcissists do not believe that they are more moral or caring than others—a characteristic that separates narcissists from individuals with high self-esteem (Campbell *et al.*, 2002). Narcissists are interpersonally exploitive (Judge *et al.*, 2006) and

characteristically lack empathy (Brown and Bosson, 2001). But narcissists consider themselves to be fair and to be superior leaders although such a consideration is based on lack of empathy and focus on their own ambition at the expense of others (Morf and Rhodewolt, 2001). Furthermore, studies show that narcissism has low correlations with fairness as an aspect of Honesty-Humility facet scales of the HEXACO model of personality (Lee and Ashton, 2005).

Organisational Citizenship Behaviour has developed rapidly which has led to many viewpoints and an upheaval among them. Employees are required and obliged not just to go about their usual advised roles and responsibilities but to involve themselves in behaviours that surpass these commitments for efficient organisational performance (Katz and Kahn, 1978). Organisational citizenship behaviour includes, standpoints including political and communal citizenship (Graham, 1991), social maintenance (Organ, 1997), organisational spontaneity (George and Brief, 1992; George and Jones, 1997) and contextual performance (Organ, 1997). Citizenship behaviour facilitates smooth and effective running of the organisations and has consequences for the managerial evaluations of performance.

There is a wealth of empirical data demonstrating that narcissists are willing to blame co-workers (Campbell *et al.*, 2000; Gosling *et al.*, 1998; John and Robins, 1994) or evaluators (Kerns and Sun, 1994) for their personal failures. According to Fox and Freeman (2011), narcissism is strongly associated with organisational citizenship behaviour. As noted previously, narcissists lack empathy, engage in aggressive behaviour, lack interest in interpersonal closeness and intimacy, and have self-serving motives. Hence it is likely that narcissists do not contribute much to organisation's social and psychological climate by being helpful, courteous and make little additions to effectiveness of others and organisation. However, narcissists are motivated and are willing to make sacrifices of their own in order to thrive and direct. Research suggests that motives contribute significantly as predictors of OCB and these motives may be different for different individuals. Also, engaging in OCB affects a person's self-concept (Penner *et al.*, 1997). Therefore, it could be argued here that narcissists engage in organisational citizenship behaviour in order to broaden their grandiose sense of self, so that other people will look at them in a more favourable light which will in turn strengthen their concept of self. Proposals towards two different forms of narcissism have been made: Type 1-Insecure (associated with the negative aspects of narcissism such as self-serving, lack of empathy and competitive conflict with others) and Type 2- Secure narcissism (associated with the positive aspects of narcissism such as a certain level of empathy towards others, engaging in productive conflict behaviours, focusing on win-win strategies, encouraging conflict resolution through team efforts, etc.) (Bajramovic *et al.*, 2008). Therefore, not only is narcissism associated with OCB but some aspects of

narcissism may be productive and positively related to OCB.

Job Involvement was conceptualized by Allport (1943) as the degree to which employees participate in their jobs and meet such needs as prestige, self-respect, autonomy and self-regard. Similarly, Gurin *et al.*, (1960) indicated that personal involvement with the job depends on the extent to which an individual seeks some self-expression and actualization in his work. The opportunity to make job decisions, the feeling that one is making an important contribution to company success, the chance to set one's own work pace, and self-determination lead to strengthening job involvement (Bass, 1965). Siegel (1969) stated that job involvement is the importance of work to a person's self-esteem or sense of worth.

Research has indicated that narcissism is positively but modestly related to self-esteem, with the correlation fluctuating by self-esteem measures (Brown and Zeigler-Hill, 2004). As their self-esteem is based on success, they believe themselves to be more competent and capable (Wallace and Baumeister, 2002) and see themselves as effective performers. Since employment in the current society is a primary source of status and enhancement, narcissistic persons tend to be relatively involved in their work (McDonald *et al.*, 2008). Following this, such involvement in their work is mainly for self-interest purposes and they are superficial in their interactions with others (Lasch, 1979).

Therefore, based on the considerations mentioned above it is hypothesized that a) narcissism will be positively related to self-rating of organisational justice (perceived organisational justice), b) narcissism is positively related to self-ratings of organisational citizenship behaviour (perceived OCB), c) narcissism is positively related to self-rating of job involvement (perceived job involvement) and d) there will be a significant difference in the level of narcissism between officers and non-officers (other staff employees).

METHOD

Participants and Procedure

The participants constituted a group of 80 male public sector employees of Uttar Pradesh government, where 48 respondents were higher-level employees (senior officers) while 32 were lower level employees (non-officers or other staff members) from cane and sugar, and transport departments. All the respondents were within the age group of 40–60 years, with a work experience of 20–40 years. A purposive sampling technique was used for both tourism and cane and sugar industries.

After completing the initial formalities a date, an interactive session with the employees took place where respondents were guided through the questionnaires, instructions were

given and queries were attended to. The first set of data for the four questionnaire sets was collected at the transport department. A period of seven days to complete the scale was mutually agreed upon where they were allowed to carry the scales back with them to complete. Thereafter, a second interactive session was held to answer further queries, collect completed scales and feedback. A similar procedure was used to collect the second set of data the cane and sugar department. After the data were collected, which took a month, it was scored in accordance to the requirements of each scale. For measuring organisational justice, organisational citizenship behaviour, and job involvement, likert scales were used where the scoring was additive in nature, reversing the items wherever required. For the Narcissistic Personality Inventory one mark each was given for a narcissistic statement checked out of a pair of two.

Materials

Four variables were studied in this research i.e. Narcissism, Organisational Justice, Organisational Citizenship Behaviour and Job Involvement.

Narcissistic Personality Inventory (NPI, Raskin and Hall, 1979) is a forced-choice questionnaire that evaluates individual differences in narcissism as a personality trait (Raskin and Hall, 1979; Campbell *et al.*, 2002) and was developed using the DSM-III behavioural criteria as a

template to measure individual differences in narcissism in non-clinical populations (Raskin and Terry 1988). NPI is composed of seven factors: (a) Authority, (b) Self-Sufficiency, (c) Superiority, (d) Exhibitionism, (e) Exploitativeness, (f) Vanity, and (g) Entitlement.

Organisational Justice Scale, developed by Niehoff and Moorman (1993) includes a distributive justice subscale (5 items-extent to which an employee believes that his or her work outcomes, such as rewards and recognition, are fair), a procedural justice subscale (6 items-extent to which formal procedures are implemented in a way that takes employees' needs into consideration) and an interactive justice subscale (9 items-extent to which employees perceive that their needs are taken into account in making job decisions and that adequate explanations are provided when decisions are finalized).

Organisational Citizenship Behaviour Scale, developed by Podsakoff *et al.* (1990), uses 24 items to describe 5 dimensions of OCB. These dimensions are altruism (5 items-discretionary behaviour directed at helping other people with an organisationally relevant task or problem), courtesy (5 items-discretionary behaviour that is aimed at preventing the occurrence of work-related problems), sportsmanship (5 items-discretionary behaviour that indicates the willingness of the employee to tolerate less than ideal circumstances without excessive complaining), conscientiousness (5 items-discretionary behaviour that goes beyond the minimum role

Table 1: Inter-correlations among Narcissism, Perceived Organisational Justice and its dimensions, Perceived Organisational Citizenship Behaviour and its dimension and Job Involvement for the total sample.

	Narcissism	Distributive Justice	Procedural Justice	Interactive Justice	Organisational Justice Total	Altruism	Conscientiousness	Sportsmanship	Courtesy	Civic Virtue	Organisational Citizenship Behaviour
Distributive Justice	0.03										
Procedural Justice	.322(**)	.293(**)									
Interactive Justice	.526(**)	.329(**)	.645(**)								
Organisational Justice Total	.492(**)	.563(**)	.760(**)	.905(**)							
Altruism	.350(**)	.480(**)	0.159	.422(**)	.404(**)						
Conscientiousness	.417(**)	.459(**)	.600(**)	.583(**)	.697(**)	.280(**)					
Sportsmanship	.289(**)	0.029	0.182	0.094	0.092	-0.003	0.052				
Courtesy	.382(**)	0.115	.457(**)	.534(**)	.528(**)	0.066	.392(**)	0.087			
Civic Virtue	.503(**)	-0.112	0.112	.214(*)	.193(*)	0.069	0.141	.211(*)	.205(*)		
Organisational Citizenship Behaviour	.707(**)	.338(**)	.598(**)	.703(**)	.731(**)	.340(**)	.655(**)	.441(**)	.709(**)	.416(**)	
Job Involvement	.319(**)	0.189	-0.044	.245(*)	0.16	.216(*)	0.124	-0.132	.412(**)	0.132	.303(**)

**p < .01. *p < .05

requirements of the organisation) and civic virtue (4 items-discretionary behaviour that indicates that the employee participates responsibly in, or is concerned about, the political life of the organisation) (Podsakoff *et al.*, 1990).

Job Involvement Scale, developed by Lodahl and Kejner (1965) consists of 20 items, 7 out of which are negatively phrased. A four point response ranging from strongly agree to strongly disagree is used, items are scored from 1 to 4 depending upon the response and the score for each item is then summed to obtain the total score. The total score can thus range from 20 to 80. A high score indicates low job involvement.

RESULTS AND INTERPRETATION

The data collected on the four measures underwent rigorous statistical analysis. Firstly, descriptive statistics where the means and standard deviations of the data pertaining to specific variables were computed in order to get an average score of each variable under study and to assess the variability of the scores. Next the student's *t* was computed to find out the significant difference between mean scores of different groups for different variables. All computed '*t*'s were then put to test of significance at specific levels. The correlational analysis included Pearson's Product Moment correlations, which were computed to get an insight in to the relationship among the variables.

Table 1 indicates that narcissism is significantly and positively related to perceived organisational justice ($r = .492$, $p < .01$) and its components; procedural justice and interactive justice, but not distributive justice. Significant and positive correlation can also be seen between narcissism and organisational citizenship behaviour ($r = .707$, $p < .01$) and all its components; altruism, conscientiousness, sportsmanship, courtesy and civic virtue. Further, narcissism is also significantly and positively correlated with job involvement ($r = .319$, $p < .01$).

Table 2 shows that officer class employees and other staff employees differ significantly on narcissism ($t = 2.917$, $p < .01$).

DISCUSSION

The inherent trait of narcissism which is self-aggrandizing, inflated sense of self, selfishness and arrogance enables the

narcissistic person to take grander risks than the normal population. According to Chatterjee and Hambrick (2007), companies that had narcissistic CEOs took greater risks than companies that did not have such employees with grandiose sense of self. Twenge and Campbell (2009) suggest that one of the major reasons behind the recession that began in 2007 is the psychological aspect of narcissism. Due to riskier attitudes and grandiose image of the self narcissists tend to gamble in high stakes and overconfidence of narcissists is a major factor contributing to recession. It is thus of vital importance to study this phenomenon in its element.

Literature shows that narcissism seems to be more prevalent in individualistic societies than collectivist societies (Foster *et al.*, 2003). Asian Americans seem to have lower score on NPI due to their collectivist background but the score on narcissism have increased between 2002 and 2007 within ethnic groups (Twenge and Foster, 2008). Characteristics related to community such as collectivist values correlated negatively to narcissism (Ghorbani *et al.*, 2004). Millon and Davis (2000) give the credit of narcissism to societies that emphasize on an individualistic and self-gratifying culture. As very little evidence exists of the presence of narcissism in the Indian organisational context, further inquiries on this subject to better our understanding is required. This research aspires to add to the modest body of inquiry associated with the aforementioned.

Research regarding narcissism has focused on topics such as the role of narcissism in self-enhancement (Wallace and Baumeister, 2002; Trzesniewski *et al.*, 2008), how narcissists view and are viewed by others (Taylor *et al.*, 2003) and whether narcissism predicts aggression (Bushman *et al.*, 2003). According to Campbell *et al.* (2002) the function of narcissism is not just to reflect exceptionally high self-esteem but also strong self-enhancement and behavioural tendencies (Penney and Spector, 2002). The apparent connection between narcissism and self-enhancement (John and Robbins, 1994; Robins and Beer, 2001) leaves us with the possibility that greater the level of narcissism, the higher would be the score on self-reported organisational dimension such as organisational justice, organisational citizenship behaviour and job involvement. Narcissists tend to see themselves as better than others, perhaps as a mean of constructing a positive self-image (Morf and Rhodewalt, 2001), judge themselves more favourably, thus, showing a self-enhancement bias (John and Robins, 1994) and hold

Table 2: Comparison between officer and other staff employees on Narcissism.

	Levels of management (1=Officer, 2=Staff)	N	Mean	Standard Deviation	t Values
Narcis- sism	1	48	20.1667	5.79105	2.917**
	2	32	16.0625	6.88446	

** $p < .01$. * $p < .05$

exaggerated beliefs about themselves and their abilities (John and Robins, 1991). This concept is further strengthened through the current research as scores on narcissism are positively correlated with perceptions on criteria such as organisational justice, OCB and job involvement. Thus the first three hypotheses of this research stand confirmed.

According to Dattner (1999), there is a positive correlation between narcissism and self-enhancement and the more narcissistic the managers, the higher they will rate themselves as fair compared to managers who are not narcissistic. Narcissists consider themselves to be fair and to be superior leaders although such a consideration is based on lack of empathy and focus on their own ambition at the expense of others (Morf and Rhodewalt, 2001). Such evidence lays the foundation for the belief that narcissistic persons would rate themselves higher on facets of organisational justice. Unethical aspects of narcissistic behaviour can be strengthened through justification and rationalizations for such behaviours (Duchon and Burns, 2008).

Narcissism has been seen to be positively related to counter-productive work behaviours (Penney and Spector, 2002) as narcissists are coercive (Baumeister *et al.*, 2002) and may be stimulated to degrade others (Morf and Rhodewalt, 2001). It is found that narcissists engage in aggressive behaviour due to their hyper vigilance to perceived threats (Bushman and Baumeister, 1998), as they are inclined to see their work environment in negative, menacing ways. As such it is unlikely that high reported citizenship behaviour actually occurs as narcissists tend to have more inflated self-views with regard to agentic orientation (e.g. intelligence) than communal orientation (e.g. caring) (Campbell *et al.*, 2002). When such unethical behaviours become more internalized, narcissists stop seeing such behaviours as unethical as they become increasingly self-absorbed, rationalize their behaviours and are in consistent denial (Duchon and Drake, 2009).

Emmons (1984) investigated the construct validity of NPI and found self-absorption as one of the four factors constituting narcissism. An employee is more prone to be satisfied with or form a certain level of attachment to an organisation that possesses a certain level of prestige as part of her/his connection with glory (Cialdini *et al.*, 1976) and aim to decrease the distance between themselves and reflected glory (Wann and Branscombe, 1990; Boen *et al.*, 2002). As employment is the chief source of prestige and standing in our society, strong involvement with one's job can lead to a sense of self-worth (Dutton *et al.*, 1994; McDonald *et al.*, 2008).

The fourth hypothesis in this study was the comparison between the two levels of management (officer and staff level employees) on the basis of narcissism. It stands confirmed as results in Table 2 show that officer class employees and non-

officer (staff) employees differ significantly on narcissism ($t = 2.917, p < .01$). Research shows that a narcissistic leaders' confidence that his or her group or nation is greater and more advanced than others, might inspire loyalty, devotion, group identification and patriotism, which can itself be considered as equivalent to narcissism at a societal level (Emmons, 1987). Previous research shows that employees in top management insert a great deal of themselves (their opinions, knowledge, experiences, inclinations and temperament) into their decisions and leadership activities (Finkelstein and Hambrick, 1996; Carpenter *et al.*, 2004). As narcissistic leaders have rigid and intense worldviews, followers tend to identify and thus participate in the narcissist's vision and self-absorption (Kets de Vries and Miller, 1985; Maccoby, 2004). Narcissism can be an estimation of those who will climb to the top of an organisation (Hogan *et al.*, 1994; Deluga, 1997). It may be safely assumed here, that since narcissism urges individuals to take on positions of authority and influence (Kernberg, 1975; Pech and Slade, 2007) and as the self-worth associated with narcissism helps in professional development (Raskin *et al.*, 1991), it may be anticipated that top officers tend, on an average, to be more narcissistic. Highly narcissistic executives may be defined as those who have exaggerated self-views and who are engrossed with having these self-views constantly strengthened (Horney, 1939; Robins and Paulhus, 2001; Campbell *et al.*, 2004). High posts not only give an opportunity to realize creativity, leadership skills etc., they also ensure high self-esteem by flattery from subordinates and a narrow gap between actual and ideal self (through achievement, authority, exploitation, power etc.). There appears a high possibility that this might lead to an inflated sense of self thereby increasing narcissism. This is reflected in the data of the present study where the average narcissism of officers is higher than that of non-officer employees. Since there is a significant difference between the two level of management with respect to narcissism the forth hypothesis has been confirmed.

The aforementioned premises are especially important for higher levels in an organisation, since narcissistic employees' desire to possess leadership roles and become authority figures. The greater the narcissistic tendencies of a CEO, the more dynamic the company's strategies are and the larger the number and range of assets obtained by the company as well as risks taken by companies (Kets de Vries and Miller, 1985; Hayward and Hambrick, 1997; Campbell *et al.*, 2004; Chatterjee and Hambrick, 2007).

CONCLUSION

Although, further exploration into the relationship between narcissism and organisational citizenship behaviour is required, the research does provide for some interesting results. Further investigations are required in order prevent the loss of some precious manpower. Furthermore,

interventions based on such research may be therapeutic in nature.

There are certain issues considering the generalizing of the current study as the sample consisted only of participants from the public sector domain and other elements of the population such as representativeness of sample and demographic variables are underrepresented. Some suggestions for further research consist of considering a qualitative study to provide deeper insight into the phenomenon. Not only a self-report measure but also other-report measure can be used to describe the function of narcissism and narcissism can be related to other workplace behaviours for a broader understanding of the concept. Future research based on the relationships found within this research can enable a better understanding of the phenomenon and such concepts can be used for the progress of employee commitment and satisfaction in organisations. Further research may also focus upon a longitudinal study in order to better understand the role of narcissism in organisations and their relationship with other elements within an organisation.

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