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Doç. Dr. Kubilay ÖZYER

Editörler / Editors

Doç. Dr. Kubilay ÖZYER

Dr. Öğr. Üyesi Müslüme AKYÜZ

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Yazışma Adresi / Mail Address

Doç. Dr. Kubilay ÖZYER

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İktisadi ve İdari Bilimler Fakültesi İşletme Bölümü
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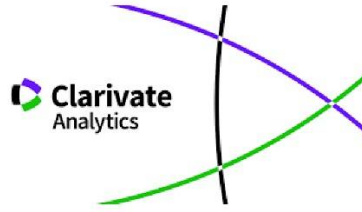
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EFFECTS OF NARCISSISM ON ORGANIZATIONAL DISSENT

Asst.Prof. Engin KANBUR

School of Civil Aviation, Aviation Management, Kastamonu University, Kastamonu, Turkey,

Email: ekanbur@kastamonu.edu.tr

ABSTRACT:

The aim of this study is to examine the effects of narcissistic personality levels of employees on organizational dissent. The population of the research consists of 206 doctors and nurses working in the medical unit of a public hospital. Full census sampling method was used in the research and 149 doctors and nurses were reached. For gathering the data, questionnaire technique was used. Scales utilized in the research are "Narcissistic Personality Inventory" and "Organizational Dissent Scale". Reliability of the scales were analyzed by Cronbach Alpha coefficient and validity of the scales were analyzed by confirmatory factor analysis. Correlation analysis and regression analysis were utilized for determining the relationships between variables of the research and testing the hypotheses. According to the findings of the research it can be seen that there is a positive relationship between the narcissistic personality levels of employees and organizational dissent. Additionally, it is determined in this research that there is a positive relationship between the narcissistic personality levels of employees and lateral dissent as subdimension of organizational dissent while there isn't observed any relationship on articulated dissent side as subdimension of organizational dissent.

Keywords: Narcissism, Dissent, Organizational Dissent.

INTRODUCTION

Organizations need employees as their most valuable resource in a changing and developing business environment to compete with rivals, develop their core competencies, differentiate their products, and provide sustainability. On the other side, employees are included in organizations to reach their individual goals, become a member of a group, and demonstrate their knowledge, skills and abilities. Organizations have to employ individuals with different knowledge, skills, talents and especially different personality structures in a certain system and performance. However, different personality structures that employees have are sometimes negatively affecting organizations in terms of effective and efficient actualization of the works. Personality, which differentiates the individual from other individuals, affects a person's life as a whole. For this reason, it can be said that personality traits are one of the main reasons for individuals to develop different perceptions or solutions in the face of the same events (Erkuş and Tabak, 2009).

Narcissism has certain characteristics, such as having a high desire for appreciation, having an excessive selflove, and deprivation of empathy. The most prominent feature of employees who have a narcissistic personality characteristic is that they see themselves as justified and constantly criticize others (Campell et al., 2011: 269). The employee who has this personality characteristic does not hesitate to criticize and oppose the events in which he is believed that he is right in the

activities carried out within the organization and in the relations between individuals (Spain, Harms and LeBreton, 2014: 43). Narcissistic personality is not always negative and harmful. In order to survive, human takes energy from narcissism to a great extent. It can be explained by this mechanism that many narcissistic people have a great creativity at the same time. This dimension of narcissism is acceptable because it exhibits positive outcomes. However, as the desire for this increases, the positive effects may give its place to negativities, destructive and attritive results (Cihangiroğlu et al., 2014: 175).

Organizations, by their most general definition, are a group of people who come together to realize the predetermined goals. When everything goes hummily, goals can be achieved smoothly and effectively. However, when there are things that are not going well, employees can show different reactions due to various reasons. In such situations, depending on their loyalty to organization, employees may sometimes tolerate, sometimes oppose, or sometimes consider relocating or leaving from the organization (Altınkurt and Püsküllüoğlu, 2017: 76). Members of the organization strive to express their views in order to influence the business environment and adapt to business life in line with their own values and needs. The members of the organization's effort of expressing their views can be seen as a reflection of individual and independent thought (Gorden, Infante and Graham, 1988: 103). The differentiation of the goals and expectations of people in organizations brings with it some disagreements and dissents (Garner, 2006: 3).

In this study, it is aimed to examine the relations between narcissistic personality and organizational dissent. For this aim, first of all, the related concepts were examined in the literature. Then, in the light of the literature knowledge, the methodology of the research was structured and analyses were performed. Ultimately, findings of the research were evaluated and suggestions were made.

2. LITERATURE FRAMEWORK

2.1. Narcissism

Personality occurs with the interaction of inborn biological traits and behavioral patterns that are learned and adopted later. In other words, personality is a process that starts with birth and is shaped by the meaning given by the individual to objects and events, and manifests itself with life-long development and maturation (Cihangiroğlu, 2012: 120). Personality traits can be expressed as an important determinant of behaviors exhibited by individuals in their organizational processes and social lives (Sıgır and Gürbüz, 2011: 31). The fact that personality traits have a crucial role in influencing the attitudes and behaviors of employees in organizational processes and in obtaining the outputs desired by the organization, necessitates the consideration of the positive side and the darkness side of the personality together (Aydoğan ve Serbest, 2016: 98). In this context, being as the darkness side of personality, machiavellism, psychopathy and narcissism are called as “dark triad” in the literature (Paulhus and Williams, 2002).

The concept of narcissism comes from Narkissos, who in Greek mythology sees his reflection in the water and fall in love with himself and consuming his life by watching this darling which



he will never reach (Bosson et al., 2008: 1414, Konan and Türkoğlu, 2017: 33). Narcissism is a very interesting, debated, and explored concept for many subfields of psychology (Brown and Hill, 2004: 585). Being as one of the basic dynamics of theories of psychoanalysis (Freud, 1957), self psychology (Kohut, 1977) and object relations (Kernberg, 2004), narcissism has been studied with its various dimensions (Demirci and Ekşi, 2017: 38). In psychology literature, narcissism is used to mean an excessive self-love that an individual feels towards oneself, self-centeredness and seeing oneself larger than life as well as choosing of one's own body as a sexual object (Campbell, Reeder and Elliot, 2000: 330, Gürsu and Apaydın, 2012: 552). Narcissism in general means that an individual has an extreme commitment and appreciation to his own spiritual and bodily personality, has a self-conceit and a selfadmiration, and can not be empathize (Blair, Hoffman and Helland, 2008: 255; Cihangiroğlu et al., 2014: 175). Narcissism is the decrease in the interest for others with putting self forward in an inflated and exaggerated way (Campbell, Goodie and Foster, 2004: 298; Yurdakul and Bostancı, 2016: 110). Narcissism is a type of personality disorder which occurs as a result of seeing oneself as a very special person. Psychologists argue that those who have narcissistic personality act only with the motive of imagination of fame and always being a focus of interest (Wallace and Baumeister, 2002). Narcissism is a person's self-conceit, worshiping oneself, or even being in love. Narcissism is associated with the use of charisma and personal power, and involves pursuing sovereignty, greatness, arrogance, self justification and own pleasures (Padilla, Hogan and Kaiser, 2007: 181). The concept of narcissism is also expressed as self-love. People who constantly criticize others but do not tolerate criticism for oneself, and see oneself as the perfect person and in the center of the world are considered as narcissist individuals (Campell et al., 2011: 269; Özdemir et al., 2017: 434).



The most basic characteristics of the narcissist are stated as a passion for unlimited success, wealth and power. Narcissist individual wants oneself to be a constant admired person to protect his overconfidence. This creates a vacancy and insecurity in his inner world. Narcissist individual has a personality that enjoys using and directing others in individual relationships, and constantly he would like to see a special process (Ertekin and Yurtsever, 2001: 39). Other characteristics of narcissistic individuals are; feelings of grandiosity, excessive commitment to oneself, pursuit of others in order to obtain a continual appreciation and approval. Although these types of individuals seem close to people, they are irrelevant to them and being in lack of empathy in their relationships (Masterson, 2014). In addition to these, narcissistic individuals have a wide range of characteristics such as easily hurt, arrogance, self-esteem, praise and care, greatness, leadership, pretentiousness and self-centeredness, being proud and being a legend in their own dreams (Kernberg, 1979; Twenge and Campbell, 2010; Hill et al., 2011).

2.2. *Organizational Dissent*

The word “dissent” is derived from the Latin word “dissentire”. “Dis” is the word used to mean “separate” and “sentire” is the word used to mean “feel”. Thus, “dissent” is the word used to mean “to feel and think separately” (Kassing, 1997: 312). Dissent occurs when a triggering event exceeds the tolerance limits of the individual. Mainly being a concept specific to political science, dissent has begun to become a subject of many disciplines among which management takes place (Dağlı, Ergül and Kaya, 2017: 238). In the definitions in literature related to the dissent

concept, it is possible to evaluate the issues that come to the forefront in five titles (Dağlı and Ağalday, 2012: 886). These are; (1) the dissent is resulting from the dissatisfaction of the included conditions, (2) the dissent occurs for the necessity of taking a defensive position in the conditions being separated from the status within the organization, (3) the dissent occurs in the conditions of the necessity of openly protesting and expressing the objection, (4) the formation of the dissent depends on the conditions where hostile feelings is naturally felt, (5) the dissent predominantly made up of principal subjects (Kassing, 1997: 312).

Organizational dissent is defined as having a different point of view from dominant view within the organization and opposing the status quo. Basically, dissent behavior originates from dissatisfaction in relation to current conditions, and the individual expresses his dissatisfaction by opposing and objecting (Kassing, 1997: 312). Dissent in organizations is that employees think differently from the practices in the organization. Organizational dissent is the expression of disagreements or opposing opinions and ideas about organizational policies and practices (Bakan, Doğan and Yılmaz, 2017: 58). It is possible to evaluate organizational dissent as an umbrella term with two main components, which are called as difference of opinion and putting this into words (Bıçkes, 2017: 959). In organizations, dissent is an important feedback mechanism that helps to determine problematic practices and policies that may lead to negative outcomes if they are not brought to the agenda and provides to correct these problematic practices with appropriate and effective efforts (Kassing, 1997: 326). Even if dissent has an adverse association, if it happens constructively for organizations, innovation and creativity applications will develop in the organizations. For this reason, good and effective management of the dissent is greatly important for the organizations (Çakır, Yurtseven and Dal, 2017: 80). Organizational dissent, while contributing to the development and change of intra-organizational democracy, is also of great importance in terms of examining the problems that may arise in the organization and taking measures for solution (Kassing, 2002: 190). The fundamental reasons for directing employees to dissent are grouped under nine main headings (Ataç and Köse, 2017: 119). These are; treatments towards organization members, organizational change, decision taking, inefficiency, role/responsibility, resources, ethics, performance evaluation, preventing harm (Kassing and Armstrong, 2002: 44).

Organizational dissent is differently dimensioned in the literature. The most commonly used dimensioning made by Kassing (1998) is referred to as articulated dissent, lateral dissent, and displaced dissent (Kassing and Avtgis, 1999; Goodboy, Chory and Dunleavy, 2008; Dağlı, 2015: 200; Kesen and Papuçcu, 2016: 1553). Articulated dissent expresses dissent in an open, comprehensible and constructive manner to persons such as the administrator, supervisor, and director who can influence the corrections within the organization. Lateral dissent occurs when members of the organization express their opposing views to the other members of the organization who have no influence on the balances in the organization. Displaced dissent involves explaining criticism to external audiences such as friends, family, spouse, and other people who are given special importance.



3. METHODOLOGY

3.1. *Aim and Importance*

The aim of this research is to examine the effect of the narcissistic personality levels of employees on organizational dissent. Employees, who have the skills, knowledge and creativity required to eliminate undesirable and problematic situations within the organization, prefer to keep silent or oppose by the influence of organizational culture against injustice and danger that they have seen and/or perceived. This is closely related to personality traits that employees have. Employees who have a narcissistic personality that is related to self-esteem, self-centeredness, self justification, pursuing pleasure of oneself, and usage of personal power are in need of opposing and making their voice heard in the organization both against for the management and work environment. In this context, it is thought that this research contributes to the literature in terms of emphasizing the relationship between narcissism and organizational dissent.

3.2. *Sample*

The population of the research consists of 206 doctors and nurses who work in the department of medical units in a public hospital. Due to availability of reaching doctors and nurses in this public hospital where the study was conducted, full census sampling method was used. In order to be able to represent the total of 206 doctors and nurses in the research population at $\alpha = .05$ significance level, a sample group consisting of at least 135 employees is needed (Altunışık et al., 2004, Gürbüz and Şahin, 2016). At the end of the data gathering process, a total of 149 questionnaire forms (72.3% response rate) that were recycled from questionnaire forms sent to the entire of the population are acceptable for representing the population of the research.



3.3. *Hypotheses and Limitations*

The fundamental question try to be answered in the research is structured as “Does the narcissistic personality level of employees have any influence on the organizational dissent? If so, what extent?”. The research hypotheses constituted within this basic question are as follows:

H₁: Narcissistic personality levels of employees have a positive and significant effect on organizational dissent.

H₂: Narcissistic personality levels of employees have a positive and significant on “articulated dissent” as subdimension of organizational dissent.

H₃: Narcissistic personality levels of employees have a positive and significant on “lateral dissent” as subdimension of organizational dissent.

Limitations of the research can be explained as participants of the research, its data collection technique and scales used for measuring the variables of the research.

3.4. *Measures*

In the research process, questionnaire technique was used for gathering data. The questionnaire form of the research consists of three parts; the first part is related with the demographic characteristics of the employees, the second part is related with the narcissistic personality and

the last part is related with the organizational dissent. Also, questions in the second and third part were scaled in five-point Likert type.

3.4.1. Narcissistic Personality Inventory

Narcissistic Personality Inventory-NPI, was first developed by Raskin and Hall (1979) as a 40 items scale (the NPI-40) and later re-examined by Raskin and Terry (1988). Then, the scale revised again by Ames, Rose, and Anderson (2006) and the short version was constructed with 16 items in one dimension (the NPI-16). Sample items of the scale are “I like having authority over people.” and “I am going to be a great person.”. Ames et al. (2006) reported that this short version of Narcissistic Personality Inventory could be used as a valid and reliable measurement tool for measuring narcissistic personality (Temel, 2008). Thus, NPI-16 developed by Ames et al. (2006) was used in this study. The internal consistency analysis of Narcissistic Personality Inventory was examined with Cronbach Alpha coefficient and this value was determined as 85.9% ($\alpha=85.9$).

Confirmatory factor analysis was used to measure construct validity of the Narcissistic Personality Inventory. When the fit values of the scale were examined, it was calculated that RMSEA value was ,044; CMIN/DF value was 1,284; GFI value was ,965; AGFI value was ,930; NFI value was ,938 and CFI value was ,985. According to these findings, one-dimensional factor structure of the scale revealed in previous studies conducted by Ames et al. (2006) was confirmed in this study. It was also found that factor loads of the scale were greater than .45.

3.4.2. Organizational Dissent Scale

Organizational Dissent Scale was developed by Kassing (1998) for measuring organizational dissent with 24 items in 3 dimensions. But then again the scale was revised by Kassing (2000) and converted into a measuring instrument with 18 items. The adaptation of the scale into Turkish was carried out by Dağlı (2015). In his research, Dağlı (2015) stated that the Organizational Dissent Scale (the ODS-15) consisting of 15 items and two subdimensions (articulated dissent and lateral dissent) can be used as a valid and reliable measurement tool for measuring organizational dissent (Kesen and Pabuçcu, 2016). In this study, the scale of the ODS-15 adapted to Turkish by Dağlı (2015) was used. The internal consistency analysis of the organizational dissent scale and its subscales were examined by the Cronbach Alpha coefficient and this value was determined as 85.2% ($\alpha=85.2$) for the whole scale, and 72.4% ($\alpha=72.4$) for the articulated dissent as subdimension of organizational dissent and 86.4% ($\alpha=86.4$) for the lateral dissent as subdimension of organizational dissent.

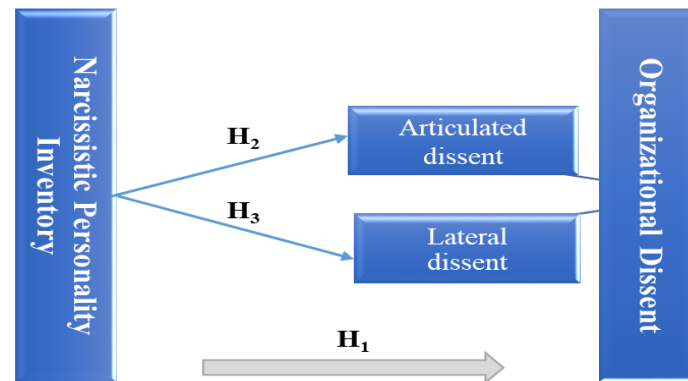
Confirmatory factor analysis was used to measure construct validity of the Organizational Dissent Scale. When the fit values of the scale were examined, it was calculated that RMSEA value was ,078; CMIN/DF value was 1,890; GFI value was ,955; AGFI value was ,910; NFI value was ,946 and CFI value was ,973. According to these findings, it can be stated that the two-dimensional factor structure of the scale of ODS-15, adapted to Turkish by Dağlı (2015), was confirmed in this study with its good fit values. It was also found that factor loads of the scale were greater than .45.



3.5. Research Model

The research model structured as a result of confirmatory factor analysis of narcissistic personality inventory and organizational dissent scale is presented as in Figure 1.

Figure 1. Research Model



4. FINDINGS

In the research, correlation analysis (Table 1) and regression analysis (Table 2 and Table 3) were utilized to reveal the relationship between independent variable narcissistic personality and dependent variable organizational dissent and its subdimensions.



4.1. Correlation Analysis

Correlation analysis was conducted to determine the relationship between narcissistic personality and organizational dissent and its subdimensions (Table 1).

Table 1: Findings of Correlation Analysis

	Variables	Mean	Sd.	1	2	3	4	5
1	Narcissistic Personality	2,98	,613	1				
2	Organizational Dissent	3,25	,601	,206*	1			
3	Articulated Dissent	3,02	,600	,140	,848**	1		
4	Lateral Dissent	3,48	,789	,212**	,884**	,505**	,093	1

*p<0.05; **p<0.01

According to the findings of correlation analysis in Table 1 related to the variables of narcissistic personality and organizational dissent, it can be seen that there is a positive relationship between narcissistic personality and organizational dissent ($r=,206$; $p<,05$). Additionally, a positive relationship found between narcissistic personality and lateral dissent as subdimension of organizational dissent ($r=,212$; $p<,01$). However, there is not observed any relationship between narcissistic personality and articulated dissent as subdimension of organizational dissent.

4.2. Regression Analysis

Regression analysis was conducted to determine the relationship between narcissistic personality and organizational dissent and its subdimensions in detail (Table 2 and Table 3). Moreover, statistical value of Durbin-Watson (DW) was checked for autocorrelation.

Table 2. Findings of Regression Analysis Between Variables of Narcissistic Personality and Organizational Dissent

Independent Variable: Narcissistic Personality							
Dependent Variable	R ²	Std.R ²	F	β	t	p	DW
Organizational Dissent	4,2	3,6	6,495*	,206	2,548	,012*	1,914

*p<0.05

According to the findings of regression analysis in Table 2, it can be seen that 3.6% of the variable of organizational dissent is explained by the variable of narcissistic personality. Due to this findings, it is also determined that narcissistic personality levels of employees have a positive and significant effect on organizational dissent ($\beta = ,206$, $p < ,05$). In this context, the first hypothesis (H₁) of the research is supported. The statistical value of Durbin-Watson (DW) is found as 1,914 and it can be seen that there is no auto correlation.

Table 3. Findings of Regression Analysis Between Variables of Narcissistic Personality and Subdimensions of Organizational Dissent

Independent Variable	R ²	Std.R ²	F	β	t	p	DW	Dependent Variables
Narcissistic Personality	2,0	1,3	2,949	,140	1,717	,088	1,904	Articulated Dissent
	4,5	3,8	6,909**	,212	2,628	,009**	1,980	Lateral Dissent

**p<0.01

According to the findings of regression analysis in Table 3, it can be seen that 3.8% of the variable of lateral dissent as subdimension of organizational dissent is explained by the variable of narcissistic personality. However, there is not observed any relationship between narcissistic personality and articulated dissent as subdimension of organizational dissent. Due to this findings, it is also determined that narcissistic personality levels of employees have a positive and significant effect on lateral dissent as subdimension of organizational dissent ($\beta = ,212$, $p < ,01$). In this context, the third hypothesis (H₃) of the research is supported while the second hypothesis (H₂) is not supported. Also, the statistical value of Durbin-Watson (DW) is found between 1,5 – 2 and it can be seen that there is no auto correlation.

5. CONCLUSION

People who exhibit narcissistic behaviors such as self-esteem, greatness, arrogance, self justification, pursuing pleasures of oneself, constantly criticizing others, passion of power, distrust, lack of empathy, need for appreciation, exaggerating abilities of oneself and sense of superiority can be seen almost everywhere. It is also a clear truth in organizations that there may be people with narcissistic personality. Organizations need employees who have self-confident, high success desire, high self-esteem and who don't hesitate from dissent. Insomuch that, this is the case what organizations want and expect. However, employees' exaggerating these features and seeing other employees as incompetent, ignorant, unsuccessful and keep themselves above everyone else may lead to negative consequences for organizations. Organizations in the same way also need employees who use their right to talk about things that go wrong, cause negativity

and lead to bad results, who share their ideas and thoughts being not in silent and freely, and who openly make dissent when appropriate.

In this study, it is aimed to examine the effect of narcissistic personality levels of employees on organizational dissent. Hypotheses of the research have been tested for this aim. According to findings; it can be seen that there is a positive and significant relationship between narcissistic personality levels of employees and organizational dissent (Table 2). Employees with narcissistic personality do not hesitate to speak, criticize and make dissent in the events carried out within the organization and in interpersonal relations if they believe that they are right. When the mean of the narcissistic personality levels ($X=2,98$) of employees (doctors and nurses) at the sample where the research is conducted is examined, it is not clear whether they have a narcissistic personality or not. However, when the mean of the organizational dissent ($X=3,25$) at the sample of the research is examined, it can be said that employees may exhibit dissent behavior in the face of the events that they don't accept, see as a problem and feel any discomfort. The reasons of the organizational dissent may be depend on the nature of the participants in which the research was conducted with. Because the employees (doctors and nurses) who have a certain knowledge and ability and who provide health services to the people due to the main purpose of their work, may be easily show dissent against some undesired practices in the organization. When the other findings of the research are examined, it can be seen that narcissistic personality levels of employees have a positive and significant relationship with lateral dissent as subdimension of organizational dissent. But, there isn't observed any relationship between narcissistic personality levels of employees and articulated dissent as subdimension of organizational dissent (Table 3). According to this finding, it can be said that employees show dissent within the organization not to the individuals in the status of manager, leader and director, but rather to other colleagues who have no influence on organizational balances. The most important reason for this is the culture that the society and the organization have. Other reasons may be explained as the concern of being misunderstood because of the dissent and concerns about career or punishment. However, they can easily express their ideas, thoughts and opinions against other employees who are at the same level and who have no influence on decisions.



As a conclusion, when encountered with employees who have narcissistic personality characteristics, organizations can be utilize these characteristics for being creative, innovative and entrepreneurial in the direction of their purposes. Therefore, organizations should create environments in which they will understand their employees who have these characteristics and they will offer them the opportunity to express themselves, and they will support them. In this respect, in order to be able to reveal creative ideas and to be able to innovate, it should be emphasized that it is necessary for organizations to have employees who will increase their voice and show dissent to some extent against problems, uncomfortable situations and disagreeableness in organizational activities.

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