



Research Article

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Determining the Effect of Narcissistic Leadership on Employee Performance: An applied Study in a Private College in Iraq

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Abstract

The narcissism of leaders has been studied as a negative trait. It is a personality disorder related to the constant aspiration for power, superiority over others, and a lack of empathy with others and their exploitation to achieve personal ends. Narcissists often seek leadership and work for their interests, and these behaviors affect workers' lower levels of performance, creativity, and productivity. This, in turn, leads to higher levels of burnout, job turnover, and other organizational diseases because the traits of leaders and their actual behavior complement each other. Therefore, this research aims to study the relationship between narcissistic leadership with its dimensions (arrogance, authority) and workers' performance (organizational commitment, job satisfaction, creativity, productivity). The research sample was represented in Baghdad College of Economic Sciences University / Iraq, and the research sample amounted to (77) individuals. The research relied on the questionnaire as the main tool to collect data to conduct statistical analyses. As (87) questionnaires were distributed to the employees of the researched college, the number of retrieved questionnaires was (77) valid for analysis. The data was analyzed using (SPSS V.25) and (Amos V.25). Many statistical methods were used to achieve the research objectives, represented by (arithmetic mean, standard deviation, coefficient of variation, Pearson correlation coefficient, and simple linear regression). The most important findings of the research are the adverse effect of narcissistic leadership on workers' performance. The more there is narcissistic leadership in the college understudy, the more it negatively contributes to the performance levels of employees.

Keywords: narcissism, leadership, narcissistic leadership, narcissistic leader, performance, Employee Performance

1. Introduction

Leadership in organizations is one of the phenomena that has attracted the attention of specialists for a long time. Since ancient times, it has been the custom to focus largely on diplomats, experts, philosophers, thinkers, and the like. However, with the development of industry, transport, trade, and finance, various forms have been linked to economic and organizational activity (Ghislieri et al.,

2019). Since then, many organizations have begun working on improving the selection process for successors to senior executives and identifying leadership talents for them due to its impact on the behavior of individuals and groups and their level of performance in the organization, thus achieving goals directly (Enyel et al., 2020).

An organization can measure its success and efficiency by the leadership's treatment of working individuals. This is reflected positively in their level of achievement and performance. However, the interest in individuality, competition, and achievement, especially in Arab societies and its various types, contributed to the spread of the narcissistic personality pattern that focuses on the self and its goals and consequently the loss of relationships with others (Kay, 2021).

Narcissistic leadership has been described as a personality disorder in which there is a strong need for power and self-love, derived from its description of the destructive organizational behaviors of senior executives and politicians, with its focus on the psychological components of arrogance, arrogance, and low levels of empathy (Sudha & Shahnawaz, 2020). Narcissistic leadership has occupied a degree of interest in the literature in general for its negative impact on workers' performance because they tend to be more willing to take revenge, less willing to forgive, more angry and impulsive, and more aggressive (Bilevicius et al., 2019). Over time, as narcissistic leaders adopt these traits in their work, their behaviors will become disruptive to the systems they depend on to survive and thrive. As a result of the negative behaviors of the narcissistic leader and the practices that he sets, and the presence of job burnout represented by excessive pressure on the individuals working in the organization, stress, and anxiety will lead to a drain on psychological, physical, and mental strength and exhaustion (Malesza, 2021).

As for performance, it is considered one of the important topics that attracted the attention of researchers, as it is the most important means for organizations to achieve business goals. This prompted the administrations to focus on this concept and study it extensively to achieve objectivity in the evaluation, identify deviations, and overcome obstacles to advance the efficiency of workers' performance (Tomczak et al., 2018).

Performance is also considered the common denominator of all the efforts made by the administration and workers, and the performance of workers in the old societies, i.e., the pre-industrial stage, was seen as a personal preparation and was not concerned with it a field of study. With the onset of the industrial revolution, research became focused on the best ways to increase production, which prompted most thinkers to search for ways to motivate and improve workers (Eliyana & Ma'arif, 2019).

Hence, several schools appeared aimed at studying the performance of the worker. Among these schools is the School of Scientific Management, which is represented by the ideas of Max Weber, both of whom looked at individual performance through normative and logical performance (Gruda et al., 2021). Its first goal was to improve workers' performance and increase productivity until the School of Human Relations (Elton Mayo) appeared to look at performance through objective and behavioral criteria when evaluating performance (Hewagama et al., 2019).

From this point of view came the idea of this research, which aims to identify the reality of the impact of narcissistic leadership on the performance of workers and the nature of the relationship between the variables in the college understudy.

2. Literature Review

2.1 Narcissistic leadership

Misbehavior is usually accompanied by several personality traits, including narcissism, Machiavellianism, and psychopathy (Ritzl et al., 2018). These three features are called the "dark triad" (Buchholz et al., 2020). Individuals who have these traits share a tendency to cruelty, selfishness, and hatred in their interactions and dealings with others (Ouimet, 2010). Narcissism is one of the features of this dark triad of personality, which has attracted the attention of many researchers in the field of

organizational behavior (Stolz et al., 2021). It refers to a set of relatively stable traits that include self-love, arrogance, an inferior view of others, a preoccupation with achieving success, and a desire to gain the admiration of others (Fehn & Schütz, 2020).

Narcissism is a personality trait associated with a constant aspiration for power, superiority over others, an unrealistic sense of superiority, a lack of empathy for others, and exploitation for personal ends (Eddy, 2021). The narcissist has an exaggerated sense of importance and expects to find him distinguished and thinks that his problems are only understood by people who are distinguished by their ability and abilities (Volkan, 2015).

The concept of narcissistic leadership is linked between narcissism and leadership styles in organizations represented by the process of social impact towards achieving the goal and personal relationships in organizations (HUMPHREYS et al., 2015) that is, leaders' actions and interests are mainly based on their own selfish needs and beliefs (Engyel et al., 2020). It eliminates the needs and interests of the components and organizations they lead. Therefore, these people's behavioral tendencies will translate into actual behavior as signals that make perceptions of leaders' power over others in the organization more prominent (Braun, 2017). They fall into the so-called dark side of leader traits (i.e., undesirable social characteristics, and negative characteristics (Sudha & Shahnawaz, 2020), which differ from the bright side of typical leader traits (for example, socially desirable, positive characteristics such as conscientiousness, extraversion, or emotional stability). (Ghislieri et al., 2019).

There is also a set of characteristics that distinguish a narcissistic leader from other leaders and is indicated by five or more of the following manifestations: arrogance in dealing with others, dissatisfaction with others leading him, tending to appear, and fame at the expense of others (Hellmich & Hellmich, 2019). It also tends to be excessively elegant in external appearance, hyper vitality, and ostentation (Irfan et al., 2020). As well as demeaning others, love of revenge, not tolerating others (Braun, 2016), love of self and caring for it and love of appearance, the tendency to possessiveness, jealousy, arrogance, much envy of others, and excessive self-confidence) (Choi & Phan, 2021).

Therefore, the researchers defined narcissistic leadership as leadership that consists of three main aspects, namely personal benefit, deception, and curb knowledge.

personal benefit means having a leader who is preferred to love oneself and can't understand other viewpoints and behaviors of others. Deception means that the leader is eager to act boldly to get attention better than others, and in terms of suppressing knowledge, it is showing leaders a great desire to be in the spotlight and with positive praise and not accept negative comments.

2.2 Dimensions of narcissistic leadership

Narcissistic leadership has several dimensions, including:

1. **Arrogance:** It is a characteristic of hard-line narcissism, which is often evident to others, although it is sometimes described as the driving force necessary behind the great vision of leaders. At other times, it is seen as an obstacle to successful leadership. Arrogance results from false confidence leading to excessive pride about one's abilities or qualities but without contempt towards others (Kay, 2021).
2. **Authority:** is the possibility of a certain set of orders being subject to a certain group of people, and therefore authority presupposes voluntary compliance or an interest in obedience. (Choi & Phan, 2021).
3. **The need for recognition and excellence:** The primary means of dealing with feelings of inadequacy is to strive relentlessly to gain recognition and prove excellence, so even absolute power sometimes cannot match the correct expectations of narcissistic leaders.
4. **weak empathy:** It is the inability to understanding other people's opinions, so it is a detrimental effect on leadership. In the same context, empathy is an important aspect of emotional intelligence and leadership quality (Yu et al., 2018).

5. Immorality: As mentioned above, narcissistic leaders, when angry, do not hesitate to commit horrific acts of violence, and this behavior does not target the enemies of narcissistic leaders only but everyone (Sowcik & Council, 2018).
6. Paranoia: Another characteristic common to narcissistic leaders, as the narcissistic leader, is usually surrounded by a layer of flatterers and voyeurs, and the leader is usually part of their true intentions, so we always find him untrustworthy and reject them even if it requires destroying the most loyal. (Rosenthal & Pittinsky, 2006).

After reviewing the most important dimensions of narcissistic leadership, our current research will focus on the two dimensions (arrogance, AUority) as they are the most visible and widespread among the narcissistic leader and in proportion to the research sample.

2.3 Employee Performance

Performance refers to the degree of achievement and completion of the tasks that make up an individual's job. It reflects how the individual fulfills the job requirements (Ford, 2017) (Afrasiabi et al., 2021) (Saleem et al., 2021). Workers' performance is a multi-faceted concept in which mental, psychological and physical aspects are intertwined (Huber et al., 2015). It became certain that the growth of national income and raising the country's overall economic and social development depend mainly on performance efficiency (Hoffmeister et al., 2015), (schleu&Hüffmeier, 2021).

Performance has been defined by (Bisht & Mahajan, 2021); (and Huber et al., 2015: 180) that it is the outcome of using the available inputs in the set of activities that an individual consciously accomplishes in a certain period, measured by the prevailing unit of work. As defined by Song et al. 2019 (2019), it is the sum of the results in which the individual performs a job or work. Moreover, activities and behaviors are related to the organization's goals (Hoffmann & Thommes, 2020) (Li & Zhang, 2021).

Furthermore, based on what was mentioned above, the researchers defined workers' performance by the scale through which it determines how to perform the activities and behaviors performed by individuals by optimally investing all the resources.

2.4 Dimensions of employee performance

There are several dimensions to employee performance, namely:

1. Organizational commitment: Organizational commitment has been defined as "the feeling of strong attachment and passion for the organization in which the individual works through belief in the goals and values of the organization and the desire to make efforts and maintain his membership in it (Al-Kargoli & Al-Zubaidi, 2021) (Stollberger et al., 2019). It was pointed out that commitment is nothing more than a state of mind present in individuals that generates positive exchange relationships with leaders and subordinates (Pasinringi & Sari 2020). Most studies agreed that there are three dimensions of organizational commitment in organizations: (emotional, normative, and continuous commitment) (Liu et al., Wu et al., 2021).
2. Job satisfaction: a pleasant or positive emotional state resulting from a job evaluation or work experience (Zhao et al., 2019). According to (Kalaitzi & Tsolakis 2021); (and Son & Ok, 2018), job satisfaction is employees' feelings towards their work. Moreover, it results from their awareness of what the job offers them and what they should get from their jobs (McLarty et al., 2021) (Hoff et al., 2020). The importance of job satisfaction is that it strongly affects productivity and works to achieve high productivity levels. It also leads to higher performance, lower turnover, and less absenteeism (Ruiz et al., 2018).
3. Creativity: is defined as "the successful use of new processes, programs or products that emerge as a result of decisions within the organization (Jahnke & Liebscher, 2019); (Thielen et al., 2018). Creativity: Creativity constitutes the most important bet for the future and is

considered a strategic resource and a distinctive factor in achieving the competitive advantage of organizations (Gao et al., 2021) and is considered one of the finest forms of human activity and action (Milicevic et al., 2020).

4. **Productivity:** A measure of organizations' ability to achieve outputs from inputs. It is also known as the possibility of achieving the largest possible amount of output from a given amount of input (Yamazaki, 2021). The term productivity is one of the most prominent and widely used terms in the economic, industrial, and various fields of work. It is a strong indicator of the extent to which the production factors can synergize to carry out a correct production process (Dall'Ora et al., 2016); (Shahnazi, 2021).

2.5 Narcissistic leadership and employee performance

There is a strong correlation between leadership and notions of performance. According to Andrew, performance is an interaction of employee behavior, and that behavior is determined by the interaction of effort and abilities (Yao et al., 2019). All performance concepts focus on efficiency in achievement and effectiveness in achieving goals. Therefore, if these terms mean effective performance, how can this be achieved without an effective leadership style, which is the basis for ensuring the efficient use of resources and success in achieving goals or performance.

One of the most important inputs on which any administration depends is the human element, which can effectively contribute to providing specific products at the lowest possible cost. To achieve this, there must be a trained leadership capable of managing the human and material elements available in the work organization. In the absence of such leadership, it is inappropriate to create the desired effect on the workers and thus increase their contribution to providing a specific product at a lower cost (Samimi et al., 2020).

As for the phenomenon of narcissistic leadership in organizations, it is a phenomenon that affects the employee's relationship with the organization. The researchers explained this effect through the following trends:

1. **Positive Attitude:** That is narcissistic leaders positively influence performance because of their influence, attractiveness, and ability to deal with complex situations. Despite irrationality, lack of empathy, and inflexibility, narcissistic leaders can control some of their emotions, such as arrogance and humility. As well as influencing them to be more effective in performance, this leads to a feeling of satisfaction and commitment, in contrast to the leader with poor performance, faltering in his decisions, goals, and unexpected ways at work, which disproportionately affects performance over time. In addition, the positive narcissistic leader generally feels euphoria, well-being, and regulation of emotions, which leads to higher self-esteem, all of these qualities will motivate them to perform well in the organization.
2. **Negative trend:** the relationship between narcissistic leadership and employee performance will tend towards the pathological negative narcissistic leader. The organization has overshadowed means, the dark side of narcissistic leadership. Exaggerated confidence, grandiosity, arrogance, arrogance in dealing, bragging, etc., are all qualities that work on the impulse of the narcissistic leader in leadership. Whenever narcissistic traits increase in leadership practices, the imbalance between these aspects leads to increased dissatisfaction at work, decreased productivity, and a lack of creativity. For example, hypothetically, spending huge amounts and quantities of resources that do not need such a budget leads to a high cost compared to a particular project's performance and success rate. This carries dire organizational consequences, failed visions, and a false or exaggerated feeling. Thus, if the leader is strict in his decisions, and once the crisis stage is reached, the leader makes an effort with personal control more than before and becomes less able to tolerate advice from advisors or employees. Thus, it will affect the organizational results, success, and employee creativity.

3. Methodology

There are many studies and literature concerning narcissistic leadership in general, but they did not link this leadership style with other variables on the side of organizational behavior, and if they are available, they are sporadic and not sequential. The research problem stems from an attempt to study the reflection of the negative side of the narcissistic leader on the performance of workers because of the focus of this leader on his personal needs and motives in a selfish manner and from his presentation of the private interest over the public interest of the organization that he leads in pursuit of the highest leadership positions other than the actual qualifications and excellence in satisfaction and self-enhancement.

The main goal of leadership lies in the ability to influence, motivate individuals and motivate them to achieve their goals and to expose the individual to some pressures that may cause him to decrease his satisfaction and make him feel that his efforts are in vain through the negative atmosphere he is exposed to.

The research problem emerges in an attempt to study the impact of narcissistic leadership on workers' performance in light of the complex administrative rules that all workers are exposed to in our contemporary society. Therefore, the focus was on studying the reality of narcissistic leadership in the performance of employees in the researched college.

Based on the main problem of the research, the research stems from its importance in enhancing the concepts of narcissistic leadership and the performance of workers and the attempt to measure the research for the negative variable (narcissistic leadership) with its most prevalent dimensions of arrogance and authority and its impact on the performance of workers, In addition to the results obtained from the current research and the facts that it will provide that will benefit the research sample in the future.

The research data was collected using a structured questionnaire based on the five-way Likert scale, and the questionnaire was previously tested for validity and reliability.

The research scale included three parts, the first part focused on demographic information, and the second focused on the narcissistic leadership scale in its two dimensions (arrogance and authority). The last dealt with measuring workers' performance in its dimensions (organizational commitment, job satisfaction, creativity, productivity).

3.1 Structural stability of the Research measurement instrument

To check the consistency of the search scale and results, Cronbach's alpha coefficient was used, as shown below, shown in Table (1):

Table 1: Stability coefficients for the research measurement tool

Research variables	Cronbach's alpha coefficient
Arrogance	0.873
Authority	0.888
Narcissistic leadership	0.934
organizational commitment	0.770
Job Satisfaction	0.841
creativity	0.879
productivity	0.747
performance of employees	0.937

Table (1) shows that the values of Cronbach's alpha coefficient ranged between (0.937-0.747), and it is statistically average, because its value is greater than (0.70), which indicates that the tool is characterized by consistency and internal stability.

3.2 Test for the existence of a polylinear problem

To test the existence of the problem of multilinearity between the independent variables, the problem of linear multiplicity means that there is a difficulty in separating the effects of the independent variables from each other, as it will depend on the Variance Inflation Factor, VIF, whose acceptable value should be less than (5), and the permissible variance factor, or as it is known (Tolerance Factor). Moreover, this must have an acceptable value greater than (0.10), which is the reciprocal of the coefficient of inflation of variance in determining whether the dimensions suffer from the problem of multilinearity or not . All tolerance values are greater than (0.10). Table (2) shows variance inflation factor (VIF) and (Tolerance), for dimensions of narcissistic leadership.

Table 2: shows the test for the existence of a polylinear problem between the dimensions of narcissistic leadership

Dimensions	Tolerance	VIF
arrogance	0.280	3.568
Authority	.28000	3.568

4. Data Analysis and Results

4.1 Descriptive analysis of research variables

Table 3: Statistical indicators of research variables

Dimensions of the Research variables	Arithmetic mean	standard deviation	Variation coefficient	Relative importance
Arrogance	2.328	0.658	28.258	2
Authority	2.331	0.654	28.062	1
Narcissistic leadership	2.330	0.631	27.071	Second
Organizational commitment	3.146	0.653	20.748	1
Job Satisfaction	3.353	0.706	21.063	2
Creativity	3.135	0.804	25.631	4
Productivity	3.262	0.786	23.970	3
Employee's performance	3.224	0.661	20.503	First

Source: SPSS V25

4.2 Narcissistic leadership

Table (3) shows that the highest general arithmetic mean was the Authority dimension (2.331) and a weak level, its (SD) was (0.654), and the coefficient of difference (was 28,062). It was of the highest relative importance, which indicates that the senior management in the college understudy does not take advantage of the authority granted to them to gain the respect of others or to be the focus of their respect or force them to do certain things to manipulate the employees as a result of the powers granted to them. As for the lowest arithmetic average, it was at the arrogance dimension, (2.328) with a weak level, standard deviation (0.658), and a coefficient of difference (28.258), and this dimension Its second relative importance was in the level. This indicates a high level of arrogance of the top management in the researched college does not exist, as he does not believe all the compliments that sometimes happen, or finds himself distinguished and different from the rest of the employees as a great person and does not have the belief that all his speeches are enjoyed by the employees and are keen to hear it. However, in total only, the general arithmetic mean of the narcissistic leadership

variable reached its value (2.330), a weak level, a standard deviation (0.631), and a coefficient of difference (27,071), as this dimension It was of little relative importance. This indicates that the senior leadership in the studied College of Economic Sciences is not characterized by narcissistic leadership, as the researcher did not find the trait of arrogance or strict authority in the senior management. There are no psychological diseases such as feeling inferior or love controlling others. Rather, there is cooperation and understanding of the nature of the employees' work and leadership reasonably, away from exaggeration. Therefore, having these specifications will positively affect the performance of employees as a result of balanced, non-narcissistic leadership.

4.3 Performance of employees

The table (3) shows that the highest arithmetic average is (3.353). This comes in rank after job satisfaction and at a level of medium importance. It has a standard deviation of (0.706), and a coefficient of variation (21,063) as this dimension came to the second level in terms of relative importance. The levels of job satisfaction among workers in the studied College of Economic Sciences are present, but they are not at the level of ambition. Despite the presence of satisfaction in the teaching job of the teaching staff and the presence of love for their work, the process of instability in the salary and incentives system and the frequent changes in administrative positions within the college have negatively affected the levels of job satisfaction. As for the lowest general arithmetic average, it was at the creativity dimension, as much (3.135), a mean level, a standard deviation (0.804), and a coefficient of variation (25.631), as this dimension came to the fourth level in the terms of relative importance. That is, the levels of creativity of the teaching staff are not at the required level, and this is the result of some decline in job satisfaction, which affects the presentation of new ideas or training courses and seminars, or in some cases, thinking about taking risks for the new ideas put forward by them. However, in total only, the general arithmetic mean of the variable performance of employees reached its value (3.224), with a mean level, standard deviation (0.661), and a coefficient of variation (20.503) as this dimension Its highest relative importance. This indicates that the performance levels of employees are not at the required level as the presence of a decline in the levels of job satisfaction has negatively affected the levels of creativity and development and contributed to presenting ideas and proposals to the college in question, as well as a negative impact on the production process, as well as somewhat on the job commitment towards the instructions and what must be implemented.

4.4 Research hypothesis testing

H1: which states (there is a statistically significant correlation between narcissistic leadership and employee performance.

Table (4) and Figure (1) show the value of the correlation coefficient between narcissistic leadership and employee performance, which amounted to (-0.445) at the significance level (0.000), which is less than the significance level (0.05), as the calculated value of (Z) =(-4.116). It is greater than the fixed (Z) value, which ranged between (± 1.96), indicating the significance of the correlation value, It was average level. This means accepting the hypothesis (having a relationship a statistically significant correlation between narcissistic leadership and employee performance). This means that an inverse correlation between narcissistic leadership and employee performance. Whenever there is narcissistic leadership in the top management in the college understudy, the more it negatively contributes to the performance levels of the employees, and vice versa.

- Test the sub-hypothesis There is a significant correlation between the dimensions of arrogance and authority and workers' performance).
- The results are shown in Table (4) and Figure (1) showed a correlation between the dimensions of (arrogance, and authority). The performance of employees amounted to (-0.517, -0.338) respectively, in level of significance (0.000, 0.003), respectively, At a lower level of significance (0.05), as the calculated (Z) value reached (-4.923, -3.027), respectively. It is greater than the

tabular (Z) value, which ranged between (± 1.96), and this result indicates acceptance of the hypothesis = (there is a correlation relationship A statistic between the dimensions of arrogance and authority and the performance of employees), as it came at an average level. That is, there is a significant inverse correlation. In the case of arrogance and power and its investment in an ill-considered manner by the senior management in the Baghdad College of Economics, the university in question, this will negatively affect workers' performance.

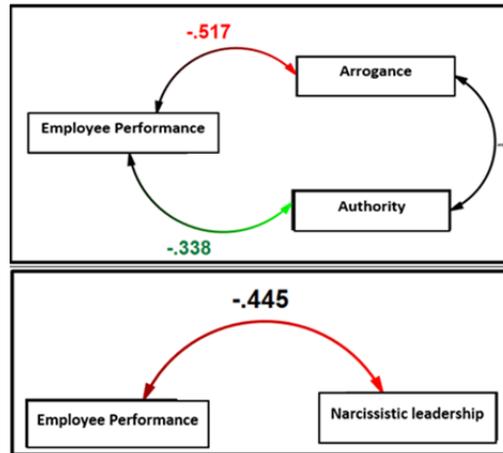


Figure 1: Correlation values between the dimensions of narcissistic leadership in the performance of workers

Source: Amos V.25 output.

H2: which states (that there is a significant effect of narcissistic leadership on workers' performance). The calculated (F) value between narcissistic leadership and employee performance was (18.516), which is greater than (3.97) at the significance level (0.000), which is smaller than the significance level at (0.05), which means that the hypothesis is accepted (there is a significant effect between narcissistic leadership in employee performance). The results indicate an adverse effect of narcissistic leadership on employee performance. The more there is narcissistic leadership in the college understudy, the more it contributes inversely to negatively affecting the performance levels of employees. The (t) value calculated for the marginal slope coefficient was recorded as (-4.303). It is greater than the tabular value (t) that ranged between (± 1.664) at the level of significance (0.05), and this indicates the significance of the marginal slope coefficient of the narcissistic leadership variable. The effect value was (B) (-0.466), and this indicates that an increase in narcissistic leadership will lead to a decrease in the performance of workers by (46%). The corrected coefficient of determination (R^2) for it reached (0.187), meaning that narcissistic leadership can explain what percentage (19%) of the workers' performance variable, as is clear in Table (4) and Figure (2).

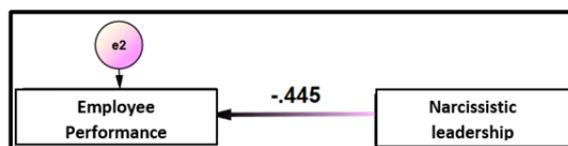


Figure 2: The effect value of narcissistic leadership on employee performance

Source: Amos V.25. Output

- Testing the research sub-hypothesis, which states (that there is a statistically significant effect between the dimensions of arrogance, authority, and employee performance). The calculated (F) values between the two dimensions (arrogance and authority) in the performance of the workers achieved (27.316, 9.695) respectively, which is greater than (3.97) at the significance level (0.000), which is less than the significance level at the the the (0.05). This means a significant negative effect between the two dimensions (arrogance, and authority) on workers' performance. That is, the acceptance of the hypothesis (there is a significant effect between the dimensions of arrogance and authority in the performance of employees), that is, whenever there is a nature of arrogance and the use of authority in an exaggerated manner by the senior management in the college understudy, whenever this leads to a negative impact on the performance of employees.
- The calculated values of (t) for the marginal slope coefficient of the two dimensions (arrogance, authority) in the performance of workers recorded a value of (-5.226-3.114), respectively. Furthermore, it is > than tabular (t) value that ranged between (1.664±) at the level of significance (0.05), and This indicates the importance of the two dimensions in terms of the slope coefficient.
- The effect value (B) of the two dimensions (arrogance, authority) on the performance of workers was (-0.519-0.342), and this indicates that an increase in the dimensions of (arrogance, authority) by one unit will lead to a decrease in the performance of workers by (51%), (34%), respectively, and as shown in Figure (3).

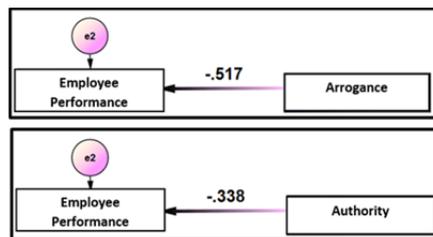


Figure 3: Impact values between the dimensions of narcissistic leadership on employee performance
Source: Amos V25 output.

- The results showed that the values of the corrected coefficient of determination (R₂) for the two dimensions (arrogance, and authority) amounted to (0.257 and 0.103), respectively. The results indicate that the two dimensions can explain what percentage (25%) and (10%) of the changes affect the employees' performance variable.

Table 4: Statistical indicators between the dimensions of narcissistic leadership in the performance of employees

	Statistical indicators	Dimensions of narcissistic leadership		
		Arrogance	Authority	Narcissistic leadership
Performance of Employees	α	4.433	4.021	4.311
	B	0.519-	0.342-	0.466-
	R	-0.517	-0.338	-0.445
	R ²	0.267	0.114	0.198
	R ² Adjusted	0.257	0.103	0.187
	F	27.316	9.695	18.516
	t	-5.226-	-3.114-	-4.303-
	Z	-4.923	-3.027	-4.116
	sig	0.000	0.003	0.000
	indication	morale	morale	morale

Source: SPSS V.25

5. Conclusions

The statistical analysis revealed an inverse correlation between narcissistic leadership and employee performance. Whenever there is narcissistic leadership in the senior management in the college understudy, the more negatively it contributes to the performance levels of employees and vice versa. At the level of dimensions, there was an inverse relationship between the dimensions of narcissistic leadership and workers' performance. Also, it was found that there is an inverse effect relationship between narcissistic leadership on workers' performance. The more there is narcissistic leadership in the college understudy, the more it negatively contributes to the negative impact on the performance levels of the employees as well as on the level of dimensions of the narcissistic leadership and the performance of the employees.

One of the positive results of the research is the lack of psychological diseases represented by narcissistic leadership in its two dimensions in the studied college, in a way that ensures a kind of administrative balance and calm. Despite the low level of narcissistic leadership in the college understudy and the lack of manipulation of employees due to the powers granted to them, the levels of creativity are very weak due to weak motivation and encouragement, which kills the ambition and creativity of the employee. Furthermore, the college employees' low levels of job satisfaction were investigated due to the frequent changes and confusion in the previous administrative positions represented by the instability in the salary and incentives system.

This indicates a decline in job satisfaction and creativity in the college understudy, which negatively affects the employee's productivity.

We conclude from this that narcissistic leadership is a negative organizational phenomenon that pushes employees to feel fatigued, tense, and dissatisfied, which sometimes leads to leaving their jobs. Therefore, the burden of reform falls from the basic roots to avoid the spread of such negative and psychological phenomena starting from home, school, or college to improve the situation year and achieve high levels of satisfaction for individuals anywhere.

6. Discussion

Leadership is one of the elements that have a significant impact on the effectiveness of the organization, and to achieve high performance indicators because it can raise the levels of satisfaction and commitment of employees

The results of the study were the performance of workers did not conflict with narcissistic leadership with a study (Rogoza & Ciecuch, 2020); (Ghislieri et al., 2019)

The results Show from the study narcissistic leadership has a significant correlation with the performance of workers in the academic sector at Baghdad College, that is, the higher the narcissistic leadership, the more it contributes negatively to the levels of performance and achievement, meaning that leaders with excessive arrogance have a negative impact on performance levels.

The study (Buchholz et al., 2020), indicated that the narcissistic tendencies of leaders are related to a lower degree of employee performance for this type of leadership.

Narcissistic leaders take advantage of others for personal gain and blame them. The employee feels uncomfortable, threatened and unsupported, unlike the employee who receives support towards their work who will appear very happy

Based on the results of this study, narcissistic leadership hurts employee performance in general, as suggested by Braun, (2017); (Nevicka et al., 2018) with the results of the current study.

Contrasting results; (Shurden, 2014) (Grier, 2008), which were based on the absence of a negative impact of narcissistic leadership on job performance, on the contrary, it was found to be positive and the result was unexpected because the selected sample indicated that they do not care much about the level of authority that their boss enjoys, but rather their focus is in their work Just.

We conclude from this that narcissistic leadership is a double-edged sword, either to lead it correctly and at a higher level of performance, or to affect it by raising levels of stress and dissatisfaction among employees, which ultimately affects the work environment and productivity.

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Appendix I: Research Scale

1. Narcissistic Leadership

The first dimension / Arrogance						
N	Paragraphs	Totally agree	agree	neutral	I do not agree	I do not totally agree
1	My boss believes others compliment him because he					
2	My direct boss thinks he is a special person					
3	Everyone prefers to listen to the stories of my direct boss					
4	My direct boss tends to brag about himself if given the chance					
5	My direct boss thinks he is going to be a great man					
6	My boss thinks he is an extraordinary person					
7	My direct boss is convinced that he is more clever than the others					
The second dimension / Authority						
8	My boss insists on earning the respect of others even if he does not deserve it					
9	My direct boss knows what he is doing					
10	My direct boss is not inclined to give and help others					
11	My boss's superior relies a lot on the powers granted to him					
12	My direct boss thinks it is easy to manipulate others					
13	My direct boss always tends to bully others					
14	My boss can change other people's beliefs into what he wants					
15	My boss gets upset if he does not become the focus of others					

2. Performance of Employees

The first dimension / the organizational commitment						
N	Paragraphs	Totally agree	agree	neutral	I do not agree	I do not totally agree
16	I feel a future connection to this college.					
17	I am proud to work in this college.					
18	I would be more than happy to make important sacrifices for my work.					
19	I stick to my job and do not want to move to another job.					
20	The job satisfaction I feel is one of the reasons I hold on to my job.					
The second dimension/ Job satisfaction						
N	Paragraphs	Totally agree	agree	neutral	I do not agree	I do not totally agree
21	My work gives me a sense of self-confidence.					
22	I love my uncle, and I find real pleasure in his performance.					
23	I want to work in a team where cooperation and interaction prevail.					
24	I feel satisfied with my work and complete the work in high spirits.					
25	The college administration seeks to adopt various means (material, and moral) to increase job satisfaction.					
The third dimension/creativity						
N	Paragraphs	Totally agree	agree	neutral	I do not agree	I do not totally agree
26	Our college encourages and fosters creativity.					
27	Seek to present new ideas and methods that contribute to improving production.					
28	I can decide and resolve the situations I face, even with the scarcity of available information.					
29	I seek to participate in seminars and training courses for progress and development.					
30	I have the spirit to take risks to offer new ideas that will serve the college.					
The fourth dimension/productivity						
N	Paragraphs	Totally agree	agree	neutral	I do not agree	I do not totally agree
31	Too many disagreements and not resolving them leads to poor performance and reduces my productivity					
32	Practicing your specialization contributes to increasing your productivity					
33	It causes me the low wages and the privileges I get, which makes me not make great efforts to increase production					
34	Participating in training courses in my field increases my skills and productivity.					
35	Good working relationships motivate me to make greater efforts to increase production.					