

Combined Effect of Leader's Narcissism and Power Distance on Perceived Procedural Justice and Counterproductive Work Behaviour

Syed Adeel Hassan¹, Syed Nabeel Hassan Shah², Dr Naeem Ahmad Tahir³

¹M.Phil in Management Sciences Riphah International University Islamabad, Pakistan

Email: adeel.hassan72@gmail.com

²M.Phil in Management Sciences Riphah International University Islamabad, Pakistan

Email: nabeelsyed05@gmail.com

³PhD in Management Sciences Riphah International University, Islamabad, Pakistan

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Abstract

A substantial body of literature has illustrated the negative consequences associated with dark triad of leadership. More recently, researchers have paid increasing attention to the effects of narcissist leadership in organizational dynamics, but the research is still in its youth. This study examines the effect of leader's narcissism on counterproductive work behaviour of employees (in the context of social exchange theory). The study examines the relation in cultural context by introducing the moderating role of Power Distance by investigating the mediating role of employees perceived procedural justice. A total of 260 questionnaires were distributed in the employees from different sectors but mostly from service industry. A sample of 202 employees was chosen to investigate these effects. Regression analysis on the data of 202 employees reveals that perceived procedural justice partially mediates the relationship of leader's narcissism and counterproductive work behaviour. Study also finds that leader's narcissism has a strong negative correlation with perceived procedural justice with employees having low power distance than for the employees having high power distance. The research gives us a complete framework of the intensity of a leader's negative traits in different cultural contexts. The study also examines that how different contextual parameters such as culture act as buffer in dark triad of leader's personality and CWB. Organizations can make use of the research findings to predict the future behavioural outcomes of the employees and the effect of the leadership in the long run.

Keywords: Leader's Narcissism, Power Distance, Perceived Procedural Justice, Behaviour.

Background of the study:

During the recent past, one of the most important research topics that has earned the attention of the research scholars is the Dark Triad personality traits. Especially with respect to the impact on organizations, the dark triad construct has gained popular attention, but as the concept is relatively new so the research in this domain is still in its infancy (O'Boyle et al., 2012). The construct of dark triad is further divided into three main constructs namely, Machiavellianism, Narcissism and Psychopathy which are interrelated but yet conceptually and operationally are different to each other (Paulhus & Williams, 2002). Narcissism is

characterised by the feelings of being entitled along with the perceptions of being superior to others (Paulhus & Williams, 2002), while psychopathy is characterised by a lack of affection towards others and acting without forethoughts (Jones & Paulhus, 2014). Machiavellianism is a trait related to deceitful acts which are performed in order to gain covert motives and to weaken others. Social developments emphasize to study the effect of narcissism especially with the context to leadership (Rosenthal and Pittinsky, 2006; Campbell et al., 2011; Grijalva and Harms, 2014). In the past, research conducted on leadership styles mainly focusing on transactional and transformational leadership usually focused on the Western context (Bass and Bass 1985; Burns, J.M 1978), which consequently resulted in less number of researches in this domain in Eastern context. Researchers in the field of leadership are interested in examining the relationship of narcissism and its outcomes, pertaining to leadership in the Eastern context as well. The major focus of the researchers has now been developing a relation between narcissism of the leader and its outcomes whether they are positive or negative. Studies conducted earlier Raskin and Hall (1979), Raskin and Hall (1981), Emmons (1984) and Raskin and Terry (1988) stressed the role of narcissism in the domain of leadership. Further studies also established a relationship between narcissism and leadership (Rosenthal and Pittinsky, 2006).

Problem Statement

A substantial number of organizational researchers interested by the subject that what happens for employees who work under the supervision of narcissistic leaders. In other words the research has been focusing the impacts of leader's narcissism in different organizational settings. Findings of the researches urge the scholars to examine the negative effects more technically by introducing different contextual variables. Therefore, in the ongoing investigations it has turned into the present issue. This study recognized the need to extend the research by finding the factors that can impact the outcomes of leader's narcissism and employees CWB.

Research Questions

Based on the above mentioned social problem, our research is interested to find the answers of the underlying questions.

Question 1: Is there any relationship between leader's narcissism and perceptions of procedural justice?

Question 2: Does perceptions of procedural justice mediate leader's narcissism and employees counter productive work behaviour?

Question 3: Does power distance play a role of moderator in the relationship of leader's narcissism and perceived procedural justice?

Significance of Study

The present examination tries to propel the hierarchical conduct writing in three common ways. To start with, given that most research on leader's narcissism has examined after effects of such maltreatment, this investigation adds to the field by broadening our cognizance of the little yet creating stream of research, investigating the mediating roles of justice perceptions and moderating role of culture dynamics in leader's narcissism and counterproductive work behaviour. The research adds to the present knowledge a direct impact of leader's narcissism on employees' perceptions that is perceived procedural justice as pointed out by Braun S (2017). These negative perceptions and emotions act as stimuli to initiate a particular type of deviant behaviour as depicted in the social exchange theory. According to Mazzola and Kessler (2012), a perception of injustice will be built in the employees, which will lead to CWBs in turn, if employees feel they are not being treated fairly by their employer. Second, it seems the need to analyze cultural level moderators of leader's narcissism by investigating the role of power distance as suggested by Palmer et al. (2017), who laid emphasis to add cultural dynamics in studying the leadership impact. Thirdly, our examination is significant to present

social exchange theory that is essential for building a theoretical framework which still lacks in the past research. From this study, it is currently by and large acknowledged that work environment has negative consequences of leader's narcissism and number of evidences proves that narcissistic leader has negative implications for both the organization and its individuals (Palmer et. al 2017). The findings of the present examination will help the scholars by identifying the mediating role of perception of procedural justice and the role of culture i.e.; power distance in determining the relation of leader's narcissism and employees CWBs.

Research Objectives

The general goal of the investigation is to create and test anticipated model to find out the combine effect of leader's narcissism on perceived procedural justice and counterproductive work behaviour.

The specific objectives of the study are stated below.

1. To investigate the impact of leader's narcissism on counter productive work behaviour of employees.
2. To investigate the impact of leader's narcissism on perceived procedural justice of the employees and the mediating role of justice perceptions on CWB.
3. To investigate the moderating role of culture (Power Distance Orientation) in the relationship between Leader's narcissism and perceived procedural justice of employees.

Leader's Narcissism (LN)

According to the Diagnostic and Statistical Manual of Mental Disorders (DSM-IV-TR), "narcissistic personality disorder is a pattern of grandiosity, need for admiration, and lack of empathy". Narcissists are usually intended to capture the attention of others and are trying to receive commendations of their superiority on others (Judge, LePine, & Rich, 2006), actually these desires are produced to counter the feelings of self inferiority. They have a very fragile self esteem (Raskin & Hall, 1979; Rhodewalt & Morf, 1995; Sedikides et. al 2002).

Counterproductive workplace behaviour (CWB)

CWB are varying in nature which may include actions performed deliberately to target the organization or people. Such actions include deterioration of things, deviance behaviour, withdrawal, verbal or physical abuse and theft (Spector et al., 2006). It is holistic concept, which includes a wide range of collective negative workplace behaviour.

Perceived Procedural Justice

Perceived Procedural Justice (PPJ) is related to those perceptions which employees hold about the policies and procedures which are implemented by an organization (Konovsky 2000; Loi, Lam & Chan 2012). The procedures may be designed which are intended to increase the participation of employees in decision making process or to decrease the biases and worries of the employees in this regard.

Power Distance (PD)

Power distance as a general concept refers to the difference in status and influence between people in an organization (Hofstede, 1980a); at the level of a national culture, power distance means "the extent to which a society accepts the fact that power in institutions and organizations is distributed unequally" (Hofstede, 1980b: 45).

Leader's Narcissism and Employees Counterproductive Work Behaviour

Leadership studies have important place in social science literature and a large number of research have examined and explained the interaction of leader and subordinates. However, research got escalation in the past two decades in the field of dark side of leadership (Tepper, 2007). Narcissism being one of the dark triads of personality is still underexplored specially in the light of leadership. Narcissism as a terminology was first used by social scientist Havelock Ellis (1898) in psychiatry and defined it as a clinical condition which involves love for self and escalated feeling of being superior; Freud (1914) later broadens the definition and added

traits like outwardly strength, confidence, and arrogance (Pittinsky & Rosenthal, 2006). Narcissists have the illusion that their own wishes are more entitled to be fulfilled than that of the others and they are entitled to have consideration with respect to others in almost every matter in life (Vries and Miller, 1985). When it comes to trait such as attractiveness and intelligence they think that they are superior to others (Locke, 2009). Narcissism in general terms can be viewed as self praise condition where the beholder underestimates the others and overestimate his own self. Research conducted by scientists as stated by Maccoby (2000), depicted that in the international arena there are many political, military and economic leaders which have narcissistic personality (Rosenthal & Pittinsky, 2006). Although narcissistic leaders are mostly associated with traits such as arrogance, dominance, and authority, they can be effective leaders and work well in the group environment (Nevicka, Ten Velden, De Hoogh, & Van Vianen, 2011). Scientists such as O'Boyle, Forsyth, Banks, and McDaniel (2012) carried out a study in a form of a meta-analysis which consisted of two hundred and forty five samples. The study revealed the relation between dark traits, job performance, and counterproductive work behaviour (CWB). In this study, narcissism showed a complex relation with other variables. A detail study of literature shows that narcissistic leaders do not have empathetic feelings towards others and are more prone to make self centred decisions, without any due consideration of others, their needs or their interests. (Rosenthal & Pittinsky, 2006). As a result, employees working under narcissistic leaders tend to have lower self well-being and feel isolated in the times of perils and difficulties they feel in the work place settings. Study conducted by Shurden (2014) also revealed that counter productive work behaviours were frequent in those employees which have strained relationship with their narcissist leaders. It is a definite result that leader's narcissism may lead to negative outcomes such as CWB, but some studies also suggest that positive impact of leader's narcissism in some particular dynamics. For instance, narcissism can also be beneficial when displayed in moderation. Productive narcissism a term use by Maccoby, (2000), in his studies in which he proposed that narcissists can be productive in those situations in which their self-image is glorified, and where they think that taking risk will be beneficial (King, 2007; Patel & Cooper, 2014; Wales, Patel, & Lumpkin, 2013). When there are times of perils, narcissists can make bold decisions, and can adapt to any situation quickly (Campbell, Goodie, & Foster, 2004). Their performance is further increased when given the opportunity for glory, and the ability to change according to the situation gives them an edge over others to apprehend the information more quickly and resolve a crisis situation more effectively (Wallace & Baumeister, 2002). Moreover, the need to earn praise from others and to show a dominant stature over others, compel them to develop a more acceptable social personality (Babiak & Hare, 2006), so based on these theoretical as well empirical evidences of the previous researches we get enough confidence to hypothesize the following.

H1: *There is a positive relationship between leader's narcissism and employee's counterproductive work behaviour (CWB).*

Leader's Narcissism and Perceived Procedural Justice

Although in some studies narcissism is positively related to CWB, some scientists laid stress to further explore the relation by including different contextual factors which may weaken or strengthen this particular relationship (O'Boyle et al., 2012). As the employees work within an organization, so it becomes more important to examine how the perceptions of the employees regarding the organisational policies and procedures affect this particular relation. In the likes of changing environmental factors especially globalization, the need for coping up with employees' perception grows many fold. Similarly justice perceptions may also vary according to the contextual parameters of the organization; therefore it is very important for the managers to have a close look at what makes a justice perception of the employees and to what extent perceptions are affected by the personality of the leader. When evaluating about

the fair practices within the organisation, organizational justice plays a critical role (Cohen, 2015a). It shows that how employees feel about the treatment of fairness in their workplace (Moorman, 1991). There are two dimensions to study the construct of organizational justice first, distributive justice and second procedural justice. One if the reason for this is procedural justice more strongly influences peoples' reactions to a decision (Shapiro, 1991). In another research work it has been argued to put more stress on different fascists of Procedural justice in terms of employees' outcomes (Konovsky, M. A. 2000). In organizational literature, it is the perceptions of fairness which employees have found the vary basis of justice perceptions (Colquitt et al, 2001) and is termed as "the very essence of individuals' relationship to employers". Procedural justice (PJ) refers to "the perceptions an employee holds about the policies and procedures pursued by an organization" (Konovsky 2000; Loi et al. 2012). The procedures may be designed with the purpose to increase the participation of employees in decision making process or to decrease the biases and worries of the employees in this regard. Theories such as Trait anger and Trait anxiety (Spielberger 1979) have shown that they are related to CWB of the employees (Fox and Spector 1999) which means that employees tend to be more frustrated and show anger on the work place when they are working under a leader depicting a dark triad personality trait. Earlier empirical evidences regarding this, show that leader's narcissism can trigger negative emotions in the followers such as feeling of envy; (Braun et al. 2016) and they can also affect on behaviours of the followers (counter productivity) (Martin et al., 2016). It is pertinent to discuss that previous researches also give us enough evidence to build a relation between a particular leadership style and cognition based actions. For instance, scholars researching on organisational trust have proposed that a person having a high level of authority and having a level of ineffectiveness in carrying out his tasks will generally not be trusted by others (McEvily and Tortoriello, 2011). Another cognitive response such as trust to a particular leadership style such as passive leadership has also been discussed by the researchers as positively co related. These findings of previous researches in the domain of leadership style and its outcomes give us enough support to hypothesize that leader's personality trait or a particular style such as leader's narcissism will affect the perceptions of procedural justice of the employees.

H2: *There is a negative relationship between leader's narcissism and perceived procedural justice.*

Perceived Procedural Justice and Counterproductive work behaviour

According to the theory of planned behaviour by Icek Ajzen (1991), actions (behaviours) of the individuals are based on their perceptions. The intentions of an individual to behave in a certain way can be shaped by influencing the perception of an individual. Previous studies have found that procedural justice perceptions can invariably affect in shaping the relations of employees and their employers (Folger and Cropanzano, 1998; (Ambrose and Cropanzano, 2003). Organizational justice is a term which encompasses the perceptions of fairness of the employees towards an organization's actions. On the other hand, Procedural justice is related to the perceptions of fairness in the processes which are used to determine the outcomes of an individual's performance (Thibaut & Walker, 1975). The question arises how the perceptions of organizational justice are related to CWBs? The question becomes more important during the promotions of the employees. One of the immediate outcomes will be on perception of procedural justice because it is the procedural justice which is directly related to the performance measurement at the organizational level, (Aquino, Lewis, & Bradfield, 1999). An immediate outcome of these perceptions will be counterproductive work behaviours directed towards the organization (Skarlicki & Folger, 1997). Essentially, looking into the past research a recent study of Willison, Warkentin & Johnston, (2018) clearly illustrated a positive link between justice perceptions and behavioural intentions of the employees to commit computer abuse. In the same study authors also found negative reactions of employees that

came from distributive injustice, reactions such as revenge, theft, retaliation, workplace violence and sabotage. Perceived organizational injustice is also a cause of employee disgruntlement a study by (Colquitt et al., 2001). In an IT organization negative behavioural outcomes of distributive injustice are also found in the studies for example information security policy compliance, cyber-loafing (Lim, 2002), and employee computer monitoring (Posey et al., 2011). One of the major reasons was political influence which was experienced in the organizations. Other reasons included inability to perform fairly in the processes of recruitment, political influence during transfers, escalating ratio of unemployment, negative politics for self-interests, corruption and economic recession (Bilal, Rafi & Khalid, 2017). There is also a relation between stress and justice perceptions of the employees. Study conducted by Karatepe, (2011), Bakker et al (2008) gives us a clear insight that level of stress with in employees is increased due to injustice perception of the employees, and as a result has negative impact on employees' job engagement. Recent study by Aslam, Muqadas, Imran and Rahman (2018) found that organizational injustice results in work disengagement. It is stated by the cognitive motivational relational (CMR) model (Lazarus, 1991; Smith & Lazarus, 1990) that whenever we are encountered by the social events in our daily life, two of the interconnected responses occur. One is the cognitive response and the other is the affective response on the form of emotions. Leader's narcissism being an event occurring on the work place will tend to trigger the cognitive response in the employees' end which will take the shape of negative perceptions. Affective event theory (Weiss and Cropanzano, 1996) proposes that whenever some affective reactions occur at a work place as a result of some work related events such as organizational injustice, there will be outcomes in the light of those affective events. Similarly when employees feel or experience any kind of event such as organizational injustice, they try to give an initial meaning of the importance and consequences of that event (Lam & Chen, 2012). The meanings which employees give to the events are according to personality traits of the individuals which ultimately results in the emotional outcome (e.g. aggression or happiness) (Weiss & Cropanzano, 1996). In a nut shell, all these theories suggest that, whenever we observe any stressful event such as perceived injustice in the organization, we tend to behave under the cognitive and emotional translation of that event. Thus, those individuals are more prone to build up negative emotions due to injustice whose' negative affections are high. Lazarus (1982) has inquired the positive and negative emotions of different individuals and proposed that these emotions are dependent on the present situation. This emotional or cognitive response then make the vary basis of the actions employees' perform on the work place. Cohen- Charash and Spector (2001) in their research also explained that as a reaction to perceived injustice, employees tend to engage in CWBs by changing their inputs to equate the inequalities. As social scientists have already mentioned that, perceptions of injustice amongst employees will result in negative perceptions of the organization which ultimately lead to counterproductive behaviours (Hershcovis & Barling, 2007; Liu & Berry, 2013). Research also shows that those individuals frequently engage in CWBs who tend to act more violently to restore equity (Crawshaw, Cropanzano, Bell, and Nadisic 2013). According to these authors, this frustration and aggression and desire to punish the culprits usually come from mistreatment and felt injustice. As a result employees may engage in CWBs, which may be directed towards organisation or towards employees including the higher management. As it is already proposed that the primary motivation behind CWB and taking revenge is feeling of inequity (Furnham & Siegel, 2012). Thus when employees form a certain perception that they are treated unfairly in any form and practice, they tend to depict counterproductive behaviours. Martinson, Anderson, Crain, and de Vries (2006) argued that "forms of justice perception are central to predicting CWBs. Martinson et al. (2006) found out that the way individuals feel about their identification is also affected by their perception of injustice. Identification crisis or belongingness to a group may have direct

implications for certain behaviours such as CWBs. It means that individuals who are in indemnification crisis due to negative perception of fairness may indulge in CWBs to protect their group or individual identity. In his famous fairness heuristic theory, which is the leading theory to understand the global perspectives in fairness, Cohen (2015a) presented a complete conceptual framework to understand how and why justice perceptions are related to counterproductive work behaviours. The theory argues that people act according to the perception of justice, which serves them as cognitive shortcuts on the basis of which they decide how to act at certain point of time. According to this theory, employees working with strained relations with their authorities will act according to their perceptions of fairness. The above theories and discussion gives us enough confidence to illustrate that justice perceptions are key motivators for CWBs within an organisation. If employees feel helpless and feel that they cannot do anything and cannot change the way the system is running, one obvious way open for them is to take revenge. They will be aggressive and will punish the person they think is the most responsible for damaging their perception of justice (Aquino, Lewis, & Bradfield, 1999). Likewise, if they believe that there exists an injustice within their organization in terms of procedures, decisions or treatment of the employees, they will respond with CWBs directed towards organisation in order to satisfy their denied perception of fairness. Based on the above mentioned theories and piece of literature we propose that

H3: *There is a negative association between perceived procedural justice and counterproductive work behaviour.*

Perceived Procedural Justice as a mediator between Leader's Narcissism and CWBs

"Justice is sweet and musical; but injustice is harsh and discordant". It is the perceptions of fairness which are motivational drive behind literature masterpiece, prolific writings. These perceptions of fairness build the foundations of protests and campaigns worldwide and are essence of law and constitution. Not only human beings are sensitive to the inequalities, but animals also to reject unequal rewards (Brosnan & De Waal, 2003; Proctor, Williamson, de Waal, & Brosnan, 2013). The present study wanted to add to this composition by examining the relationship of procedural injustice with narcissism and CWB by considering psychobiological results of decency at the work environment. In this way it is plan on an adjuvant joining of procedural injustice in organizations conceptualizations into stretch research. As indicated by that, past hypothetical contemplations on procedural injustice are associated with social components. "If it is true, as the great thinkers have suggested, that justice is important to people and that health is key to happiness, then given the hedonists' assumption that people are interested in promoting their own happiness, denying justice may jeopardize health. Despite some liberties with logic, there is considerable truth to this conclusion." (Greenberg 2006, p. 352). Our hypothesis suggests that perceived procedural justice plays a mediating role in the relationship between leader's narcissism and CWBs. The theory proposes that it is the perceptions and beliefs of an individual about its surrounding environment that gives rise to work attitudes. On the basis of these attitudes, in turn, intentions and behaviours are formed. In the context of this study, resulting from interactional experiences from the leader and beliefs about the work environment, perception of justice can be considered an attitudinal response (Meyer, Bobocel, & Allen, 1991). A notion that procedural justice and the organization is highly political that combine with burnout should give rise to unfairness perceptions, which will consequently lead to affect the perceptions of justice towards the organization and later draw towards CWBs. A high degree in leader's narcissism combine with lesser levels of justice perception indicates that more chances of employees' involvement in CWBs are predicted. In the recent exchange framework, social scientists have discussed that procedural justice can directly impact the employees' attitudes and consequently can also have an effect on their behaviour (Lind, Kanfer & Earley, 1990). This framework thoroughly explains that how fair practices in terms of procedures and

treatment of employees will likely to indicate that the outcomes will be positive. Apart from that Folger and Konovsky (1989) also disclosed similar types of findings in their research. While researching, they found out that organizational commitment and trust in management was closely related to procedural justice, but distributive justice only impacted pay satisfaction. In order to further our cause, in the light of the above literature, we hereby propose that perception of procedural justice mediates the relation between leader's narcissism and counterproductive work behaviour towards organization.

H4: *Perceived procedural justice plays a mediating role between leader's narcissism and counterproductive work behaviour of employees.*

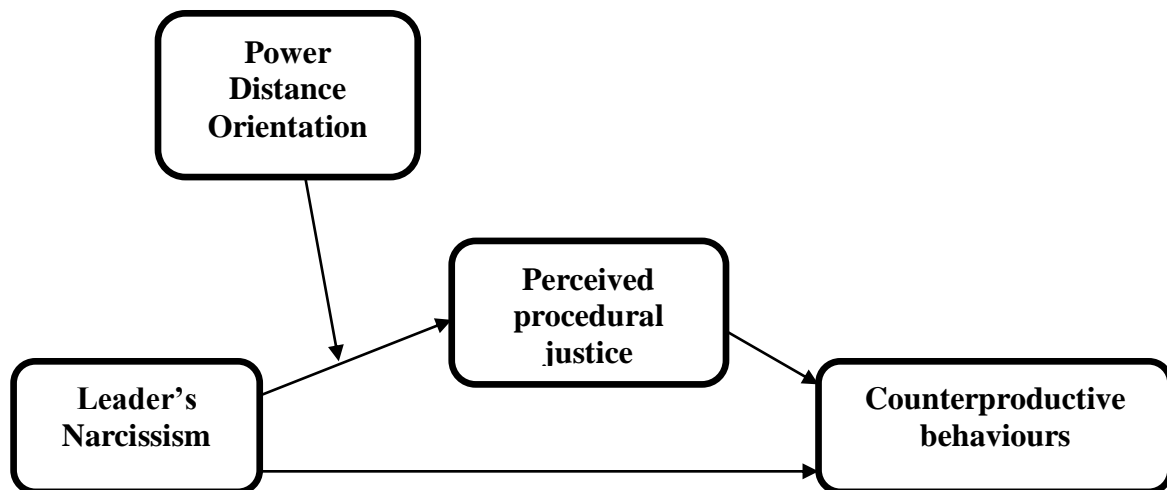
Power Distance Orientation as a moderator

So far we have drawn our focus mainly on social exchange theory presented by Blau (1964) and hypothesize our model of narcissistic leadership and its reaction as counterproductive work behaviours of employees. We further our investigation by arguing that leader's narcissism, because of its traits related to self praise and feelings of superiority about one's self, can give strength to or weaken this negative relationship through perceptions of procedural justice. However the extent of this relationship can be studied by examining how the employees react to their leader's narcissism. The relation is based on the reactions of the employees and one of the most important characteristics of an individual that examines such reaction is "employee power distance orientation" (Hofstede and Hofstede 2005; Kirkman et al. 2009). As one of the four cultural dimensions of Hofstede's (1980) cultural model, power distance orientation has gain significant importance amongst the research scholars that give us a better insight of the understanding of power gap between different cultures. However, one of the major shortcoming while studying power distance (PD) is that it is generally been neglected and under researched in the perspective of cultural-organizational mix on the individual level (Sivakumar and Cheryl 2001). While power distance orientation addresses the acceptance level of individuals towards unequal distribution of power within organizations, (Farh et al. 2007) therefore it discusses the variations in cultural values on micro level in terms of authority and leadership behaviour. In a more elaborative definition of power distance it is a general concept which refers to the difference in status and influence between people in an organization (Hofstede, 1980a), and at the level of a national culture, power distance is "the extent to which a society accepts the fact that power in institutions and organizations is distributed unequally" (Hofstede, 1980b: 45). Employees who are high on power distance orientation are more sensitive to status differences, so they react more towards hierarchy of an organisation. This sensitivity of the employees has both direct and indirect effects on the culture and performance of an organization. Employees have historically shown an element of respect and similarly an element of defiance towards authority within an organization (Hofstede and Hofstede 2005). They see with their own perspective and through their lens, and they perceive managers as different people compared to them (Hofstede 1980). In short we can say that employees which have high power distance tend to communicate less with their bosses and also maintain a greater social distance (Farh et al. 2007). Conversely, employees which have low power distance orientation are more sensitive to power inequalities and are not submissive to higher authorities (Lam et al. 2002). These individuals like to take an active part in decision making, and think that managers are closely related to them in terms of job responsibilities. They like to frequently communicate with the managers and an open conversation is expected from them (Kirkman et al. 2009). Social scholars such as House, Hanges, Javidan, Dorfman, & Gupta, (2004) which are the authors of GLOBE (Global Leadership and Organizational Behaviour Effectiveness research program) discussed that delineation of power is effective in organisations with power-distance culture. A handful of previous researches such as conducted by Robert et al., (2000) argued that a thorough study should be conducted in order to study the relationship of organizational culture such as power

distance and management practices. The purpose of that is organizational culture such as power distance being effective in organisational settings may enhance or hinder to certain management practices and consequently can affect the performance of management. Furthermore, the impact of organizational culture is also observed in terms of inter personal relations between employees. For instance a research indicates that the observable norms and practices of an organization can affect the interaction of the employees of an organization when they communicate with each other and when they try to resolve problems (O'Reilly & Chatman, 1996). The above mentioned pieces of literature depict that Power distance orientation in an organization is an important element in terms of social context. Studies reveal that power distance orientation also shapes the relation between leaders and employees on individual level. Furthermore it is observed that employees who have lower PD are more receptive and antagonistic and consequently lower level of acceptance of one-way communication from their supervisors as compared to who have higher PD (Javidan et al. 2006). This is accordance with our theoretical framework. Person- situation interaction theory puts a great emphasize upon the context in which individual work in shaping his/her behaviour. Therefore, Power distance can be tested as a buffer between leader's narcissism and perceptions of procedural justice.

H5: *Power Distance Orientation moderates the relationship between Leader's narcissism and perceived procedural justice of employees such that if power distance is high, relationship will be weaker than for low power distance.*

Theoretical Frame Work



Research Methodology

This is a causal study where the impact of leader's narcissism on counterproductive work behaviour is measured through mediating role of perceptions of procedural justice and moderating role of power distance orientation. Minimal or no interference during the data collection was observed. The respondents were allowed to give their responses in their natural working environment. A random chunk of population comprising of employees from both private and public sector was chosen for the research. Majority of the employees were from service oriented sector working in the twin cities (Islamabad and Rawalpindi). Since the study seeks to interrogate the aforementioned model at employee-management level in Pakistan, the subjects of the study mainly comprised of the line managers, immediate bosses and direct employees. Convenience sampling technique was used because of its effectiveness and efficiency in terms of cost, time, availability and complexity. The number of questionnaires distributed was 280, from which 230 were accepted as legitimate. Data was gathered through a survey. Hard copy of questionnaire

was given to the each respondent to fill in. Respondents were given enough time to fill the questionnaires.

Measures

Questions adopted from questionnaires from different sources were used to collect data. Questions regarding the items were asked from the employees, sub ordinates and assistant managers. It was a self administered research in which the respondents were asked to respond on 5-points Likert-scale. Scale 1 depicts strongly disagree to scale 5 which depicts strongly agree, unless otherwise stated. There was also questions related to Gender, Age, Qualification and Experience which focused on demographic perspective of the respondents.

Leader's Narcissism (LN)

We selected four items to measure Leader's Narcissism from the infamous "dirty dozen" scale proposed by Jonason and Webster (2010) to assess the personality of the leader through his/her employees. The responses were obtained through 5 point Likert scale as mentioned earlier. Scale 1 represented Disagree Strongly to scale 5 which represented Agree Strongly. One of the item is "My boss tends to want others to admire him/her." The Cronbach's alpha reliability of this scale was ($\alpha = .91$), which shows adequate internal consistency.

Perceived Procedural Justice (PPJ)

We used a 6 item scale of supervisory procedural justice to measure the employees' perception of justice and fairness by their supervisor/boss in all procedures and decisions regarding their job. The scale was introduced by Niehoff and Moorman (1993). The responses were obtained through 5 point Likert scale as mentioned earlier. Scale 1 represented Strongly Disagree to scale 5 which represented Strongly Agree. One of the items of the scale is "Formal procedures Job decisions are made by the boss in an unbiased manner". The Cronbach's alpha reliability was ($\alpha = .91$), which shows adequate internal consistency.

Counterproductive work behaviour (CWB)

CWB towards organization (CWB-O) was measured by the 22 items extracted from the original CWB checklist made by Spector et al. (2006). The responses were again obtained through 5 point Likert. Scale 1 represented Strongly Disagree to scale 5 which represented Strongly Agree. There were a total of 45 items in Counterproductive Work Behaviour Checklist (CWB-C; Spector et al., 2006). Out of these 45 items, 22 items were related to CWB towards organisation, and 21 items were related to CWB towards people while remaining two items didn't fall in within any of the aforementioned categories. The items include question such as "Purposely wasted your employer's materials/supplies" and "Daydreamed rather than did your work". Reliability of the scale was ($\alpha = .95$), which shows adequate internal consistency.

Power Distance Orientation (PD)

Six-item measurement scale was used, proposed by Dorfman and Howell (1988). The responses were again obtained through 5 point Likert. Scale 1 represented Strongly Disagree to scale 5 which represented Strongly Agree. The items include question such as "Managers should make most decisions without consulting subordinates". Reliability was ($\alpha = .88$), which shows adequate internal consistency.

Control variables

We control the variables Age and Gender in our studies. Both these variables were obtained from the demographic data affixed at the end of each questionnaire. Gender was read in statistical analysis and was given a code 1 for the male code 2 for the female. Variations in the dependent variables were controlled by running one way ANOVA.

Data analysis

SPSS was used for the processing and evaluation of data. Moreover, Process Macro for SPSS developed by Hayes A.F (2013) was used for mediation and moderation analysis. Following processes/tests were carried out:

- Test of Reliability
- One way ANOVA
- Analysis of Correlation
- Analysis of Regression

Results

Results pertaining to aforementioned tests are discussed here. The portion will discuss demographics of the employees, analysis of regression between different variables, correlation between variables, and reliability of different scales. Moreover, mediating and moderating effect of variables using Process Macro, are also discussed in this section.

Demographic Analysis

Demographic analysis is meant to show and compare the composition of our sample chosen for the studies. It provides us with clearer picture of the link between different aspects relating to demographics such as experience, gender and age, with their responses. So, basically this section gives us a descriptive picture of our results relating to our study. Demographic analysis was carried out by using SPSS and frequencies are presented in the table below. The acceptable questionnaires chosen for the results were 202. Amongst these 202 respondents, 30% were female respondents and about 70% were male respondents.

Table 4.1: Demographic description of Employees

In view of the aforementioned frequencies mentioned in table no.4.1, it is found that total numbers of acceptable respondents are 202, amongst which 142 respondents are male and 60 respondents are female in the study. This means that 70% of respondents are males and 30% are female.

Secondly table illustrates that the major chunk of the respondents i.e; 124 respondents of the study belong from 20 to 30 years age group it is 61 % of the overall respondents. While 64 respondents belong from 31 to 40 years age group which constitute about 31 % of the overall sample size group. However, 14 respondents belong to 41 years and above age group which are 8% of the total sample size.

Thirdly, it is depicted that majority of the employees i.e; 152 are having an experience of one to ten years in the organizations. This comprises of almost 75% of the total respondents. 45 respondents are lower level management officers having eleven to twenty years of hand on experience which makes 22% of the total respondents; only five respondents are having an experience of more than twenty years.

Correlation Analysis

The correlation table 4.2 depicts the relation between different study variables. Mean and standard deviation (SD) of all the variables is determined by SPSS software. Connection table (Table 4.4) has been figured by SPSS which indicates relationship (r) of the entire considered free and directing variables with their significance level (p) and alpha reliabilities. The table demonstrates the connection between Narcissist Leadership, Power Distance, Perceived Procedural Justice, and Counterproductive Work Behaviour.

Table 4.2: Reliability estimates, and study variables Correlations

Variables	Mean	SD	1	2	3	4
1. Leader's Narcissism	3.03	1.09	(.89)			
2. Power Distance	2.60	0.93	-.065	(.87)		
3. Perceived Procedural Justice	3.19	0.98	-.242**	.265*	(.89)	
4. Counterproductive Work Behaviour	2.23	0.91	.238**	.100	-.283*	(.91)

Note: N = 202 Coefficient (α) reliabilities are shown in the diagonal.

**p<.01 level (two-tailed).

Alpha reliabilities of the variables are depicted against each variable in parenthesis. The above table stated that the reliability of Narcissist Leadership is (.89), power Distance is (.87), Perceived Procedural Justice is (.89) and Counterproductive Work Behaviour is (.91). It was clear from the table that all the instruments were highly reliable.

Correlation analysis is discussed individually below.

Power Distance has insignificantly negative relationship with Narcissist Leadership with ($r = -.65$, $p > .05$). The variable, perceived procedural justice, has negative relationship with the Narcissist Leadership which is significant with ($r = -.242$, $p < .01$). It also has significant positive relation with Power Distance with ($r = .265$, $p < .01$). Then, Counterproductive Work Behaviour has significant positive relationship with Narcissist Leadership with ($r = .238$, $p < .01$) it also has significant negative relationship with the perceived procedural justice with ($r = -.283$, $p < .01$).

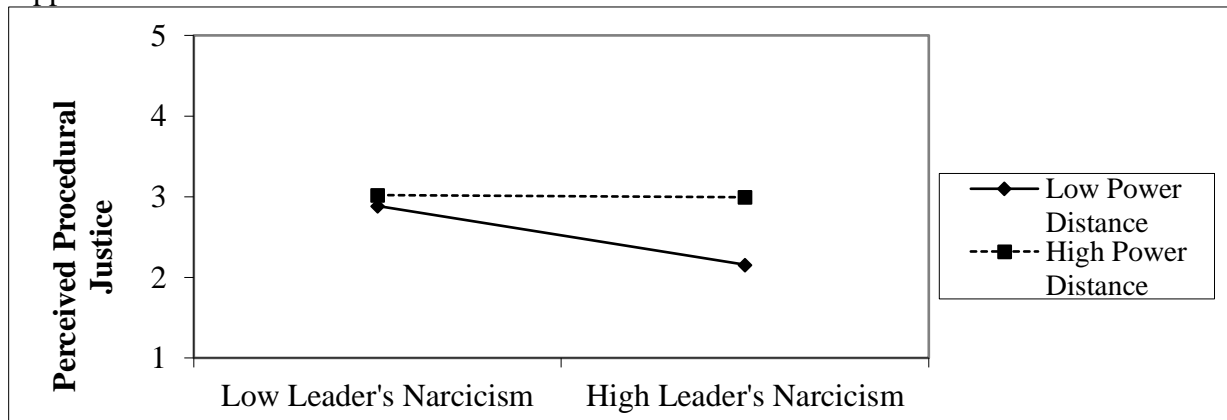
Table 4.3: Regression analysis

Variables	β	S.E	t	p	LLCI	ULCI
Leader's narcissism \rightarrow Perceived Procedural Justice	-.19	.06	-3.25	.00	-.31	-.08
Perceived Procedural Justice \rightarrow Counter Productive Work Behaviour	-.22	.06	-3.48	.00	-.35	-.09
Direct Effect Leader's narcissism \rightarrow Counter Productive Work Behaviour	.15	.06	2.62	.00	.04	.26
Indirect Effect Leader's narcissism \rightarrow Perceived Procedural Justice \rightarrow Counter Productive Work Behaviour	.04	.02			.01	.01
Leader's narcissism * Power Distance Orientation \rightarrow Perceived Procedural Justice	.14	.06	2.40	.01	.03	.25

Hypothesis 1 that leader's narcissism and employees counterproductive work behaviour (CWB) are positively associated with each other, is supported ($\beta = .1503$ and $p < .01$), the table shows the direct impact of leader's narcissism on counterproductive work behaviour, the relation is significant. Hypothesis 2 that there is a negative association between leader's narcissism and perceived procedural justice supports ($\beta = -.1946$ and $p < .01$). Hypothesis 3 that perceived procedural justice and counterproductive work behaviour are negatively

associated with each other is also supported ($\beta = -.222$ and $p < 0.01$). Hypothesis 4 that leader's narcissism and counterproductive work behaviour of employees is mediated by Perceived procedural justice is partially supported. Results from the table show that indirect effect is still significant, as beta changes from .1503 to .0432 and LLCI = .0089 and ULCI = .0192 (Null of 0 doesn't lie between confidence interval so it is accepted as a mediator).

Hypothesis 5, that the relationship between Leader's narcissism and Perceived procedural justice of employees is moderated by Power Distance Orientation such that if power distance is high, relationship will be weaker than for low power distance, is also supported because it is significant having $p < .05$ with LLCI = .0254 and ULCI = .2596 (Null of 0 doesn't lie between confidence interval so it is accepted as a moderator). The current study uses Preacher, Rucker, and Hayes (2007) process macro model 7 to run the moderation and mediation analysis and all hypotheses are confirmed from the results. The following graph shows that hypothesis 5 is supported.



Summary of Hypothesis Results

Serial	Hypothesis	Results
H1	There is a positive association between leader's narcissism and employees counterproductive work behaviour (CWB).	Confirmed
H2	There is a negative association between leader's narcissism and perceived procedural justice.	Confirmed
H3	There is a negative association between perceived procedural justice and counterproductive work behaviour.	Confirmed
H4	Perceived procedural justice plays a mediating role between leader's narcissism and counterproductive work behaviour of employees.	Confirmed
H5	Power Distance Orientation moderates the relationship between Leader's narcissism and perceived procedural justice of employees such that if power distance is high, relationship will be weaker than for low power distance.	Confirmed

Discussion and Recommendations

Discussion

While researchers have been focussing on examining the outcomes of dark triad of personality especially when it is related to counterproductive work behaviour (CWB) (O'Boyle et.al. 2012), we have a limited knowledge of how culture moderates the dark aspect such as narcissism and CWB in this regard. Our research aimed to fill the gap in this respect and tried

to open up new horizons for the future scholars to research upon. Drawing upon Social Exchange Theory, we devised a model whose purpose was to test the effects of supervisor level actions and moderators of counter productive work behaviours in different organisational settings. The results clearly showed that, our findings were aligned and consistent with our hypothesis. The result of “hypothesis 1” was confirmed. Our research corroborated the results of the previous researches taken in this domain that leader’s narcissism and CWB is positively correlated to each other (O’Boyle et.al. 2012). Results further broche up the discussion to include some other contextual factors in finding the relation. The results second the previous studies (Holtz and Harold, 2009; Fulford, 2005; Tracey and Hinkin, 1998) conducted in the domain of justice perceptions and leadership. The darker the trait gets, the negative the perceptions of the employees. Our results also show a similar kind of pattern in which leader’s narcissism (dark trait) impacts on the procedural justice perceptions of the employees. Similarly the finding of the study put forward the negative consequences (CWB) of the employees when they have negative perceptions towards justice. Employees who had negative perceptions about procedural justice of the higher authorities were more prone to CWB. They were indulge in activities like theft, sabotage or doing work lazily in order to express and outpour their feelings towards management. The results are consistent with the “fairness heuristic theory” given by Cohen (2015).As discussed earlier, the behaviour of the employees is influenced more by their attitudes and perceptions and less by their personal stressors (Banks et al. 2012). The results of the study conducted, corroborated our hypothesized model and brought forward the mediating role of justice perceptions. Empirical evidence showed that the relationship of leader’s narcissism and counterproductive work behaviour is partially mediated by perceived procedural justice (PPJ).Individuals which reported high level of leader’s narcissism were found less satisfied with the procedural justice, which ultimately led to their counterproductive work behaviour. The results are in accordance with the above mentioned theory on which we hypothesized our model. In the end, our final hypothesis was tested and found to be valid as contextual factors such as culture was significantly impacting the relationship of leader’s narcissism and PPJ. Hypothesis 5 tried to examine the moderating role played by power distance orientation between LN and PPJ. As discussed earlier, Power distance is an important factor within the internal context of an organization in which individuals work for shaping management practices. Most importantly, it is among the most relevant value when we try to examine the role of relationships between employees and management (Chen & Aryee, 2004; Hui, Lee, & Rousseau, 2004).PD is also an important factor to consider when scholars study the perceptions of justice within a work place (Lee et al., 2000). In accordance with the literature, our result shed light on the power distance and perceptions of the employees. Employees whose perceptions of power distance were high in the organization, in which they work, are less likely to perceive the injustices in procedures. Therefore individuals believing to have high power distance will also be indulging in less CWB as compared to those who have low power distance perceptions. The hypothesis is testified and accepted.

Theoretical Contribution

Our research will contribute to the future studies by testing the mediating role of the perceptions of procedural justice of the employees in leader’s narcissism and counterproductive work behaviour relation. It also scientifically examines the impact of cultural dynamics (power distance orientation) in order to predict the future behaviour of the employees. Moreover, it examines social exchange theory in the light of power distance and its impact on perceptions of the employees.

Practical/Managerial Implications

Our findings of the study thoroughly examine the effects of leader’s narcissism on the perceptions of the employees. Furthermore our research also explains that mechanism through

which employees depict a particular set of actions (i.e. CWB). Narcissism also leads to CWB as corroborated by the results.

Firstly, managers will be able to assess the perceptions of the employees and the degree to which employees see them as narcissist. Secondly, justice perceptions of the employees can be determined from time to time and managers can change or improvise their managerial style accordingly. Thirdly, counterproductive work behaviour becomes predictable. There is now a greater chance to avoid CWB of the employees when perceptions of the employees have been assessed through surveys.

The information can be used as a tool to improvise the performance on the part of managers and employees. For practitioners, this information can be vital as it provides a comprehensive framework to mend the loopholes in the relation between managerial style and employees' behaviour.

Future Directions

Our research focused on the cultural factor i.e. power distance orientation, between leader's narcissism and CWB. Future research may include some additional cultural or contextual factors such as uncertainty avoidance, HRM practices within the organization, co-workers' support or individual vs collectivism as moderators between Narcissism-CWB relation.

The research also gives us enough confidence to test the hypothesized model in sectors other than the private sector. Government and bureaucratic organizations, in which leader has a more assert and impactful role can also be included in further research. Apart from Narcissism other negative traits such as Machiavellianism or Psycopathy can also be studied independently. Other cultural dynamics such as collectivism vs individualism and uncertainty avoidance may also act as a buffer between the above mentioned variables. Moreover, ego threat or provocation can be taken as potential mediators.

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