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## Preface

These refereed proceedings contain all papers that have been accepted after anonymous review and their subsequent revisions by author(s) for presentation at the 13<sup>th</sup> Annual World Congress of the Academy for Global Business Advancement (AGBA), on November 26 - 28, 2016 and the 2016 AGBA—Indonesia Chapter's Inaugural Conference on August 3 - 4, 2016 that are being hosted by the Faculty of Economics and Business, Universitas Sebelas Maret, Indonesia.

These refereed proceedings have been edited by Dana-Nicoleta Lascu, (University of Richmond, USA), Eric Werker, (Simon Fraser University, Canada), Gary L. Frankwick, (University of Texas at El Paso, USA), Irwan Trinugroho, (Universitas Sebelas Maret, Indonesia), and Zafar U. Ahmed (Academy for Global Business Advancement, USA).

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AGBA also wishes to extend its heartfelt thanks to Conference Organizing Committee at the Faculty of Economics and Business Universitas Sebelas Maret, Indonesia for organizing two great conferences.

We place on record our sincere thanks for your participation and support, and look forward to having you with us next year at AGBA's 14<sup>th</sup> Annual World Congress.

Sincerely,

Dana-Nicoleta Lascu  
Eric Werker  
Gary L. Frankwick  
Irwan Trinugroho  
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## THE INFLUENCE OF NARCISSISM ON COUNTERPRODUCTIVE WORK BEHAVIOR: THE ROLE OF ORGANIZATIONAL JUSTICE AS MODERATOR

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### Abstract

Narcissism is one of personality traits. Narcissist is likely to involved in aggressive behavior and other deviants when ego is threatened. Ego threat will lead to counterproductive work behavior that harm organization. Counterproductive work behavior is often linked to organizational justice, because someone will involved in counterproductive work behavior when perceived injustice in workplace. Perceived injustice will strengthen the influence of narcissism on counterproductive work behavior.

This study is aimed to examine the influence of narcissism on counterproductive work behavior and to analyze the role of organizational justice (distributive justice, procedural justice, and interactional justice) as moderator. The results indicates that narcissism did not influence counterproductive work behavior, in addition, distributive justice and procedural justice did not moderate the positive influence of narcissism on counterproductive work behavior. However, interactional justice moderated the positive influence of narcissism on counterproductive work behavior.

**Keywords:** *counterproductive work behavior, justice, moderated and narcissism.*

### Introduction

The term of narcissism comes from Greek mythology, the story of a young man, Narcissus, who fell in love with his own reflection in the pool, which ultimately led to the death as a result of vanity (King, 2007). The term of narcissism was first introduced in 1898 in the psychology literature by Ellis and Naecke. It attracted the attention of Freud to the study of personality and narcissist's behavioral traits. Narcissism becomes an important construct in Freud's thinking of meta psychology throughout the year 1914 (Raskin & Terry, 1988). Currently, the term of narcissism described a pervasive pattern of overt grandiosity, self-focus, and self-importance behavior, displayed by an individual or groups of individual (American Psychiatric Association, 2000, cited in King, 2007).

Narcissism is a personality dimension, not just a psychological disorder. Emmons (1987) states that the extreme narcissism will lead to pathological disorder, whereas low level of narcissism is reflected as part of the personality. Based on Raskin & Terry (1988), more than a thousand books and articles have been written about narcissism, almost described it as clinical disorder. However, research has shown that narcissism can be measured as a personality (Emmons, 1987; Raskin & Terry, 1988).

Narcissism can lead to acts of aggression. Narcissism and self concept clarity is a significant predictor of anger, depression, and verbal aggression, related to negative feedback (Snucke & Sporer, 2002, cited in Judge et al., 2006). Exaggerated sense of love or inappropriate favourable view of self, tend to lead to acts of aggression, as a result of ego threat (Baumeister et al., 1996). Personality is linked with counterproductive work behavior. Skarlicki et al. (1999) linked the



negative affectivity and agreeableness with retaliation. Narcissism as personality has not been much studied in relation to counterproductive work behaviors (Penney & Spector, 2002).

Some research has linked of narcissism on counterproductive work behaviors (Penney & Spector, 2002; Judge et al., 2006). Counterproductive work behavior has various terms, such as workplace aggression (Neuman & Baron, 1998), workplace deviance (Robinson & Bennett, 1995), and retaliation (Skarlicki et al., 1999). But basically, that behavior disrupts the organizations and people related to organizations such as employees and customers (Penney & Spector, 2002).

Counterproductive workplace behavior often associated with organizational justice (Skarlicki & Folger, 1997; Skarlicki et al., 1999; Jones, 2009; Ambrose et al., 2002). Organizational justice related to perceptions of employees about the fairness or the treatment received in the workplace. There are three forms of justice (Jones & Martens, 2009) are distributive justice (perceived fairness by employee related to outcome), procedural justice (fairness of the procedures used to determine the outcome), and interactional justice (perceived of interpersonal treatment by the employee when the procedure is executed). Perceptions of injustice led to counterproductive work behavior. Ambrose et al. (2002) explained that organizational injustice is the main trigger of sabotage. Skarlicki & Folger (1997) states that employees will give the response of unfair treatment by negative emotions, and drives reaction in behaviors such as stealing or damaging (Greenberg, 1990).

Based on the theory of threatened egotism and aggression (Baumeister et al., 1996), aggressive behavior resulting from the ego threat, which leads to negative emotions. Narcissistic individuals are very sensitive to negative information and situations that challenge the positive image of themselves (Anderson, 1994, cited in Penney & Spector, 2002). The absence of justice would threaten the narcissist's ego, then become a driving force for narcissist to counterproductive work behavior.

Previous research examined the influence of narcissism on counterproductive work behavior, mediated by the ego threat, such as anger (Penney & Spector, 2002). Judge et al. (2006) examined the direct influence of narcissism on counterproductive work behavior by using self report and others. However, previous studies have not explained the factors that strengthen or weaken the direct influence of narcissism on counterproductive work behavior. The aims of the study are to analyze the influence of narcissism on counterproductive work behavior and to examine the role of organizational justice (distributive justice, procedural justice, and interactional justice) as moderator.

## **Literature Review and Hypotheses Development**

### **1. Narcissism**

Narcissism reflects a set of attitudes, beliefs, and behavioral tendencies that may have an impact on each organization's criteria such as leadership, contextual performance, and task performance, in unique way (Judge et al., 2006). Emmons (1987) has developed measurement of narcissism, narcissistic personality inventory (NPI). Emmons (1984) examined the construct validity of the NPI and found four dimensions, which are labeled: (1) Exploitativeness/Entitlement (involve a heavy interpersonal manipulative content - expectations of favors, exploitation of others), (2) Leadership/Authority (emphasize enjoying being a leader and being seen as an authority), (3) Superiority/Arrogance (theme of superiority and grandiosity, and since one also has to be a bit arrogant), (4) Self-absorption/Self admiration (reflect traditional aspect of narcissism, such as liking to look at oneself in the mirror). Four dimensions showed high narcissism.



Narcissists have the extremes emotional in forming superiority, even if they are not sure their superiority is worthy (Bushman & Baumeister, 1998). Narcissists have a high self-esteem. Theory of threatened egotism and aggression (Baumeister et al., 1996) suggests that narcissist are likely to encounter information that challenges a positive image of oneself, the response of that will lead to aggression.

## **2. Counterproductive work behavior**

Counterproductive work behavior has been conceptualized in a number of ways (Fox et al., 2001), including organizational aggression (Neuman & Baron, 1998), workplace deviance (Robinson & Bennett, 1995), retaliation (Skarlicki & Folger, 1997), and sabotage (Ambrose et al., 2002). Counterproductive work behaviors include acts such as theft, spreading rumors at work, or late for work. Almost every day, there are media reports of workplace deviance, whether it be corruption among police officers, violence in the post office, or illegal activity on Wall Street (Robinson & Bennett, 1995).

Fox & Spector (1999) found a positive relationship between situational constraints experienced by employees (frustration) and counterproductive work behavior, as a response to frustration (personal and organizational aggression), which was mediated by affective reactions to frustration. Frustration is affected reactions of people to work situations due to blocking an individual's goal attainment (Peters & O'Connor, 1980). The management of negative deviant behavior in the workplace is growing concern in organizations globally since such behaviors can be detrimental to their financial well-being (Appelbaum et al., 2007).

## **3. Organizational Justice**

Organizational justice is a term used to describe the role of justice which is related to the workplace. Specifically, organizational justice associated to how employees determined whether they are treated fairly in their work. There are three forms of justice (Jones & Martens, 2009) are distributive justice (perceived fairness by employee related to outcome), procedural justice (fairness of the procedures used to determine the outcome), and interactional justice (perceived of interpersonal treatment by the employee when the procedure is executed).

## **4. Narcissism and Counterproductive Work Behavior**

Theory of threatened egotism and aggression (Baumeister et al., 1996) argued about narcissistic individuals, because they are very sensitive to negative information, likely to encounter information or situation that challenge their positive self appraisal. In response to these challenges, or ego threat, the individual may experience negative emotions such as anger, frustration, or hostility, which turns into aggression.

Narcissism has dimension of authority, superiority, and high self esteem (Emmons, 1987). Narcissists believe that they are centre of everything (Konrath et al., 2006). Narcissists behave aggressively when they perceived an ego threat (Konrath et al., 2006), criticized or rejected by others (Campbell et al., 2004a). Ego threats which most often studied in research of aggression is a negative feedback or criticism (Bushman & Baumeister, 1998). Negative feedback such as failure in performance of task and criticisms related performance can threaten the ego of narcissist. Ego threat is a negative emotion or anger. It may be a manifestation of hostility, frustration, absenteeism, and reduced performance will lead to counterproductive work behavior. The hypothesis can be constructed in this research as follows:

H1: Narcissism has positive influence toward counterproductive work behavior.

#### **5. Distributive Justice as Moderator**

Skarlicki & Folger (1997) examined the relationships of organizational justice with retaliatory (a form of deviant behavior), which is defined as the response behavior of employees, over the unfair treatment. Skarlicki & Folger (1997) also found that distributive justice, procedural justice, and interactional justice, interact to explain retaliatory. Based on equity theory of Adams, one would determine whether he was justly rewarded by comparing the input (effort) and the output they get, to the input and the output received by others. Organizational justice is also related with social exchange theory, which one would give in return for the benefits that received from the other party.

Narcissist will respond to the other parties related to perceived justice from supervisors or co-workers. If employees feel injustice, they will feel unhappy, upset, and angry, thus tend to be involved in aggressive behavior (O'Leary-Kelly et al., 1996). Narcissists have extremes emotional. Narcissist will be angry and feel ego threat, if did not perceived distributive justice, such as in terms of salary or a promotion. Ego threat led on acts of aggression that is counterproductive work behavior. Injustice is a common trigger of sabotage (Ambrose et al., 2002). Thus, distributive justice would strengthen the influence of narcissism on counterproductive work behavior. The hypothesis can be constructed in this research as follows:

H2a: Distributive justice moderated the positive influence of narcissism on counterproductive work behavior.

#### **6. Procedural Justice as Moderator**

Fair procedure is defined as a procedure that is not biased, based on accurate information, applied consistently, represent the entire section, can be corrected, and appropriate ethical standards (Leventhal, 1980, cited in Stecher & Rosse, 2005). Formal procedure is defined as the degree to which fair procedures were present and used in the organization (Moorman, 1991).

Fair procedures make individuals tend to be responsible for problems, than if the procedure is applied unfairly (Skarlicki & Folger, 1997). Procedural justice moderate the tendency of retaliatory, it will be maximum when distributive justice and interactional justice is low (Skarlicki & Folger, 1997). If the procedure be unjust (decision making), it will lead to retaliation (Cropanzano & Folger, 1989). Therefore, the hypothesis can be constructed in this research as follows:

H2b: Procedural justice moderated the positive influence of narcissism on counterproductive work behavior.

#### **7. Interactional Justice as Moderator**

Interactional justice is appeared when decision makers treat people with respect and sensitivity and explain the rationale for decisions thoroughly (Colquitt, 2001). Narcissism is characterized by feeling superior and more self praise and appreciation from others (Wallace & Baumeister, 2002). If the source of injustice was interactional, individuals tend to engage in



retaliation (Ambrose et al., 2002). Thus, interactional justice strengthen the influence of narcissism on counterproductive work behavior, the hypothesis can be constructed in this research as follows:

- H2c: Interactional justice moderated the positive influence of narcissism on counterproductive work behavior.

## Research Method

### 1. Sample and Data Collection

Data were collected through a survey of company managers in Bandar Lampung. Criteria used in sampling is at least have one year tenure at the company. Overall 220 questionnaires were distributed, and 173 questionnaires were returned, the response rate 78,64%. The 47 questionnaires were not returned, 9 questionnaires cannot be used. Accordingly, total questionnaires that can be further analyzed for this study were 164 questionnaires. In general, majority of respondents were 133 male (81,1%), with an average of age 41,56 years old, the majority of respondents were 152 married (92,7%), the educational background of the respondents were under graduated with more than ten years tenure.

### 2. Measures

#### A. Narcissism

Narcissism is excessive sense of love toward self-image. Measurement of narcissism using narcissistic personality inventory (NPI) which developed by Emmons (1987). Four dimensions of narcissism are labelled: (1) Leadership/ Authority ("I would prefer to be a leader"), (2) Exploitativeness / Entitlement ("I find it easy to manipulate people"), (3) Superiority / Arrogance ("I always know what I am doing"), (4) Self-absorption / Self-admiration ("I think I am special person"). Respondents were asked to fill out a list of statements about narcissism that consists of 37 item statements, using Likert scale ( 1 = strongly disagree to 5 = strongly agree). The reliability of 37 item scale was  $\alpha = 0,913$ .

#### B. Counterproductive Work Behavior

Counterproductive work behavior scale (fox & Spector, 1999) contains 27 items, but there is one item that is adjusted (taken any kind of drug to get high at work (including alcohol)) be "smoking when doing the task". This is done to reduce bias in eastern cultural context, which tends to give a neutral answer related to the sensitive item. Respondents were asked to fill out 27 statements of counterproductive work behavior ( 1 = strongly never to 5 = very often). The reliability of 27 item scale was  $\alpha = 0,915$ . One example of statements were "purposely did your work incorrectly".

#### C. Organizational Justice

Measurement of organizational justice was measure using Moorman (1991) item scale. Distributive justice was measured using five statements ("Fairly rewarded considering the responsibilities") with  $\alpha = 0,834$ . Procedural justice was measured using seven item statements ("Procedures designed to have all sides affected by the decision represented") with  $\alpha = 0,866$ . Interactional justice was measured using six item statements ("Your supervisor considered your view point") with  $\alpha = 0,826$ . The entire statements were 18 items ( 1 = strongly disagree to 5 = strongly agree).

#### D. Control Variable

Characteristic of the respondents was measured to ensure the influence of narcissism on counterproductive work behavior to be unbiased. Gender is included as a control variable, because previous studies have found a correlation between gender and aggression (Eagly & Steffen, 1986). Tschanz et al., (1998) also examined gender differences in the structure of narcissism, there is a difference between men and women related to the dimensions of narcissism, which showed that men are more narcissistic than women.

#### Results

Table 1 shows mean, standard deviation, and correlation between variables. Based on table 1, narcissism correlated with counterproductive work behavior ( $r = 0.162, p < 0.05$ ). Distributive justice ( $r = -0.185, p < 0.05$ ), procedural justice ( $r = -0.256, p < 0.01$ ), and interactional justice ( $r = -0.408, p < 0.01$ ) are negatively correlated with counterproductive work behavior.

**Table 1. Mean, Standard Deviation, and Correlation between Variables**

Variables	M	SD	Narcissism	DJ	PJ	IJ	CWB
Narcissism	3,3354	0,41727					
DJ	3,7402	0,69324	0,107				
PJ	3,8040	0,59297	-0,057	0,379**			
IJ	3,9309	0,52863	0,090	0,424**	0,593**		
CWB	1,9429	0,42652	0,162*	-0,185*	-	-	
					0,256**	0,408**	

\*  $p < 0,05$

\*\*  $p < 0,01$

Hypotheses testing used moderated regression analysis. There are four steps are performed: (1) entering control variable, (2) entering control variable and independent variable, (3) entering control variable, independent variable, and moderating variable, (4) entering control variable, independent variable, moderating variable, and interaction.

Prior to hypothesis 1 testing, gender are controlled in this study, so the results are not biased by confounding variable. The control variable (gender) had no significant effect ( $\beta = -0,149; t = -1,924; p > 0,05$ ). Table 2 shows the results of hypotheses testing.

**Table 2. Result of Hypotheses Testing**

	CWB		
	$\beta$	t	p
Step 1			
Gender	-	-	0,056
$R^2 = 0,022$	0,149	1,924	
Step 2			
Gender	-	-	0,115
Narcissism (N)	0,124	1,584	0,078
$R^2 = 0,041^*$			
$\Delta R^2 = 0,019$	0,139	1,773	
Step 3			



Gender	-	-	0,092
Narcissism (N)	0,121	1,693	0,013*
Distributive Justice (DJ)			0,609
Procedural Justice (PJ)	0,183	2,512	0,851
Interactional Justice (IJ)	-	-	0,000**
R <sup>2</sup> = 0,221**	0,041	0,512	
ΔR <sup>2</sup> = 0,180**	-	-	
	0,017	0,189	
	-	-	
	0,418	4,583	
<hr/>			
Step 4			
Gender	-	-	0,252
Narcissism (N)	0,083	1,149	0,080
Distributive Justice (DJ)			0,540
Procedural Justice (PJ)	0,914	1,760	0,223
Interactional Justice (IJ)	-	-	0,054
N x DJ	0,391	0,615	0,616
N x PJ	-	-	0,193
N x IJ	0,761	1,224	0,009**
R <sup>2</sup> = 0,258**			
ΔR <sup>2</sup> = 0,036	1,224	1,945	
	0,396	0,502	
	0,998	1,308	
	-	-	
	2,363	2,660	

\*p < 0,05

\*\*p < 0,01

Hypothesis 1 states that narcissism has positive influence toward counterproductive work behavior, is not supported ( $\beta = 0,139$ ;  $t = 1,773$ ;  $p > 0,05$ ). Furthermore, hypothesis 2a states that distributive justice moderated the positive influence of narcissism on counterproductive work behavior, is not supported ( $\beta = 0,396$ ;  $t = 0,502$ ;  $p > 0,05$ ). Hypothesis 2b states that procedural justice moderated the positive influence of narcissism on counterproductive work behavior, is also not supported ( $\beta = 0,998$ ;  $t = 1,308$ ;  $p > 0,05$ ). Hypothesis 2c states that interactional justice moderated the positive influence of narcissism on counterproductive work behavior, is supported ( $\beta = -2,363$ ;  $t = -2,660$ ;  $p < 0,01$ ).

#### Discussion

Hypothesis 1 states that narcissism has positive influence toward counterproductive work behavior, is not supported. These results are contradicted to study by Judge et al., (2006) that examined the direct effect of narcissism on counterproductive work behavior using self-report and other-report. Not supported for hypothesis 1 because the influence of narcissism on counterproductive work behavior requires mediation of ego threats such as anger and frustration, which ultimately led to the act of aggression, as shown in study of Penney & Spector (2002). Not supported for hypothesis 1 that testing direct effect of narcissism on

counterproductive work behavior, supporting the theory of threatened egotism and aggression (Baumeister et al., 1996), which states that aggression is often caused by combination of self-esteem and ego threat.

The results are also influenced by eastern culture context where study was conducted, namely the concept of face (positive self-image), related to prestige (Kim & Nam, 1998). Chinese culture holds the concept of personal dignity, fear of losing face and status, to maintain harmonious social relationships (Cardon, 2006). Asian people are very concerned with positive self-image compared to the western (Kim & Nam, 1998). Thus, in the context of face, respondents tend to give a neutral answer on the item statements of narcissism (mean = 3.3354; SD = 0.41727).

Then, hypothesis 2a states that distributive justice moderated the positive influence of narcissism on counterproductive work behavior, is also not supported. Hypothesis was not supported because of the perception of distributive justice are not perceived at low levels (mean = 3.7402). Perceptions of fairness regarding the distribution of benefits also influenced by cultural context (Conner, 2003; Kim et al., 1990).

Individuals in individualistic cultures (e.g., USA) are very concerned with the allocation of rewards than individuals of collectivist cultures that tend to consider equality (Conner, 2003). East Asians did not respond to injustice as negative as North Americans, their perceptions of injustice are less likely to be detected (Li & Cropanzano, 2009). Individuals of collectivist cultures are very concerned with social harmony rather than self-interest (Li & Cropanzano, 2009). The study was in context of collectivist cultures, which tend not very concerned with the allocation of rewards and give attention to social harmony. Consequently, distributive justice means less important in the context of collectivist cultures.

Hypothesis 2b states that procedural justice moderated the positive influence of narcissism on counterproductive work behavior, is also not supported. Skarlicki & Folger (1997) suggests that the relationship between organizational justice and counterproductive work behavior will be stronger when interactional justice and procedural justice are low. Hypothesis 2b is not supported because perceived procedural justice are not at low level (mean = 3.8040), so it did not lead to counterproductive work behavior.

Cultural context where study was conducted also influence the individual's perception of procedural justice. Procedural justice associated with decision making procedures (Lind & Earley, 1992). Fair process as part of procedural justice had significant effect for individuals in individualistic cultures than individuals of collectivist cultures (Conner, 2003).

Hypothesis 2c states that interactional justice moderated the positive influence of narcissism on counterproductive work behavior, is supported. When source of injustice is interactional, individuals tend to engage retaliation than when source of injustice is distributive and procedural (Ambrose et al., 2002). Perceptions of justice also influenced by cultures. Fraternal relationship became an important element in the perception of justice in East Asia, which is concerned with social harmony (Li & Cropanzano, 2009).

## Conclusion

Not supported the influence of narcissism on counterproductive work behavior, indicating a mediating role of ego threats such as anger in explaining the influence of narcissism on counterproductive work behavior. Based on the theory of threatened egotism and aggression (Baumeister et al., 1996), which states that aggression is often caused by a combination of self-esteem and ego threat.



Organizational justice consisting of procedural justice and distributive justice did not moderate the positive influence of narcissism on counterproductive work behavior. Hypothesis was not supported because of distributive and procedural justice are not on the low level. Perceptions of fairness also influenced by the cultural context where research is conducted, tend to be collectivism. Thus, not really concerned with the allocation of reward and prefer collective decision making.

Interactional justice moderated the positive influence of narcissism on counterproductive work behavior. Interactional justice associated with interpersonal treatment received by individual, so the impact is more sensitive to individual. Context of collectivism cultures is very concerned on social harmony, making interactional justice as the most important element in the perception of fairness.

### Implication

Theoretically, this study confirmed the factors that strengthen or weaken the influence of narcissism on counterproductive work behavior, using organizational justice as moderator. Interactional justice strengthen the influence of narcissism on counterproductive work behavior. Meanwhile, the implication for managerial is to help corporate management to understand the factors that reinforce the occurrence of counterproductive work behavior. Given the importance of perceptions of justice in the workplace, especially interactional justice, the interpersonal treatment that maintain social harmony will reduce the occurrence of counterproductive work behavior, especially in the context of eastern cultures that tends to feminine and collectivism.

### Limitation And Future Research

Sampling in this study using purposive sampling techniques (non random sampling), thus generalizing the results of research must be done carefully. Therefore, future research should use random sampling techniques, so that the generalization of the results will be higher.

The use of self-report data to assess narcissism and counterproductive work behavior, are less able to provide accurate reports and tend to bias related to social sensitivity of variables used in the study. Future research should also use other-report in measuring narcissism and counterproductive work behavior. Thus, the report will be provided more accurately.

Research conducted cross-sectional data with correlation design, consequently made it less able to explain the causality of the variables. Future research should use experimental designs to explain the causality of the variables.

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