

Predicting Organizational Ethics and Justice based on Managers' Narcissism according to the Behavioral Approach

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Abstract

Introduction: Managers' narcissism as one of the most important personality dimensions can affect the decisions and behaviors of managers. The purpose of this study is to predict organizational ethics and justice based on managers' narcissism according to the behaviorist approach.

Material and Methods: Based on the purpose of the research, this is an applied research. The method of this research is descriptive-correlational. The statistical population of the present study is the managers and employees of all companies under the National Pension Fund. Using Morgan table and simple random method, 384 people were selected as the final sample of the study. In order to measure the narcissism of managers, organizational justice and organizational ethics, the standard questionnaires of Ames narcissistic personality (2006), Niehoff and Moorman questionnaire (1993) and the questionnaire of Chyekoh et al. (2004) were used, respectively. In order to evaluate the validity, the construct validity method was used and also the reliability of the research tool was evaluated through Cronbach's alpha coefficient. Analytical methods using SPSS software were used to analyze the research hypotheses.

Results: The results showed that managers' narcissism has a negative and significant relationship with organizational ethics and justice.

Conclusions: With increasing narcissism in managers, organizational ethics and justice decreases significantly. The tendency to self-grandiose makes power and management an attractive occupation for the narcissist, and this leads to the break of ethics and justice in order to obtain and maintain this position.

Keywords: *Narcissism, Organizational Ethics, Organizational Justice*

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INTRODUCTION

Behaviorism is a school of psychology that believes that to know a person or living thing, it is not necessary to study his inner states and only research on the external states or behaviors of that being is enough. Behaviorism is a tendency in philosophy that tends to always examine the behaviors that follow human thoughts, rather than the thoughts and mental states of man. Based on this, it can be expected that the internal personality traits of managers can be examined through external manifestations of their behavior. One of the most important personality traits of a manager that can be related to different dimensions of the organization is narcissism.

In recent years, many studies have examined the impact of managers' behavioral and personality traits on company policies. New theories state that managers' experiences, values, and personalities influence company decisions, and those managers may make different decisions in similar situations [1, 2]. Based on these theories, many studies have been conducted and the results show that the personality traits of managers can affect the financial and non-financial dimensions of the company [3, 4]. Given the personality traits of narcissistic managers, it is expected that these managers will take actions that are out of the ordinary and seek the attention and praise of others; In addition to the financial dimension, these measures increase the likelihood of

unethical activities and affect organizational ethics and justice [5].

Today, in analyzing the behavior of organizations, addressing ethics and ethical values is one of the requirements. The external symbol of organizations is their moral behavior, which is the result of the sum of various ethical values in which organizations have emerged and manifested. In the current situation, non-observance of some ethical standards has created many concerns in the governmental and non-governmental sectors. The collapse of ethical standards in various organizations has forced researchers to seek theoretical foundations in this regard in order to provide a suitable path to improve it. Therefore, one of the main concerns of efficient managers at different levels is how to create a suitable environment for human factors working in all professions so that they work with a sense of responsibility and full commitment to issues in society and their profession and the ethical principles governing. Observe their job and profession [6]. But when narcissistic managers become the head of a company, by making unprofessional and immoral decisions, they cause a decrease in ethics in the organization. Selfish managers are generally self-centered and indifferent to the wants and needs of others. Ethics in the organization is defined as a system of values and do's and don'ts, according to which the good and bad of the organization are identified and bad actions are distinguished from good. In general, human beings have special moral characteristics in the individual and personality dimension that shape their thoughts, speech and behavior. It is possible that the same people, when placed in an organizational position, cause different ideas, speeches and behaviors from an individual dimension that these human characteristics affect the efficiency and effectiveness of the organization [7]. Managers have a special place in the organization and every action they take affects the whole set. Narcissistic CEOs take challenging or daring steps to gain the repeated admiration of others. These managers do not consider ethical principles and frameworks in their decisions [8]. The different ethical behaviors of the managers of the organization can be analyzed in a linear spectrum, one end of which is administrative health and the other end is the spectrum of corruption. The level of behavioral health of managers plays an important role in the success of the organization in carrying out missions, implementing strategies and programs and achieving organizational goals.

Organizational justice is also another important factor that can affect the narcissism of managers. Narcissistic managers tend to idealize people who want and approve of their desires and humiliate others. This exaltation in

its pathological structure is associated with the devaluation of others as well as their destruction, and severely affects organizational justice. Narcissistic managers use their skills and abilities to deceive, influence and threaten employees. Such managers are often unaware of their real needs and believe that they deserve more love, praise, attention and praise than they receive from employees. They give more credit to their successes than they do to the stew, blaming employees for their failures and shortcomings. They are also prone to slipping and making mistakes in professional judgments and personal actions. The narcissistic manager's arrogance is clearly related to problems in interpersonal relationships and will be detrimental to successful leadership and reduce the level of organizational justice [9].

Managers should pay serious attention to the issue of organizational justice because they are expected to uphold the ethical principles of the organization and that organizational justice is the basis of good relations between the client and employees and increases the sense of organizational trust in the organization. Organizational justice in different areas of organizational activities in terms of community outcomes for units and individuals, the decision-making process to determine these outcomes to different parts and how these outcomes and processes relate to groups and individuals, can be experienced and analyzed [10]. These are the three analytical approaches.

Distributive justice (related to consequences)

Procedural justice (related to decision-making procedures)

Interactive justice (related to the way these decisions are exchanged)

Organizational justice and its various areas (distributive, procedural and interactive justice) predict many organizational variables such as absenteeism, leaving the job, organizational commitment, organizational trust, etc., which can ultimately be profitability and performance. Affect the company. The relationship between organizational justice and managers' narcissism is a new topic that is examined in this study. Organizational justice, with its effect on a person's attitudes, affects him in many areas, such as satisfaction with the current state of his work or even satisfaction with promotion and satisfaction with salary. These feelings can affect productivity and performance and in the long run can affect the success of the organization [11]. Therefore, it can be said that the narcissism of managers through affecting organizational ethics and justice can also affect the financial dimensions of the company.

Numerous studies have been conducted in the field of the effect of managers' narcissism on various financial and non-financial dimensions of the company, as well as organizational ethics and justice. In one study, the effects of narcissism on organizational turmoil were investigated. In this study, it was stated that recognizing and examining the personal and personal characteristics of managers, especially narcissism among them, may affect the decision-making process of managers and this fact can be a reason for managerial incompetence and inadequacy at different levels. Management and leadership of the organization [12]. Another study showed that moral leadership has a positive and significant effect on psychological empowerment and moral leadership has a positive and significant effect on organizational justice [13]. In another study, researchers concluded that managers' narcissism has a positive and significant relationship with organizational silence, both directly and indirectly through the mediating variable of organizational hypocrisy [14]. The results of another study showed that the relationship between the variables of conscientiousness and agreement with moral leadership is significant and positive. And the relationship between neuroticism and moral leadership is significant, but it is negative. And the relationship between extraversion and openness with moral leadership is not significant [15]. Also, the results of another study showed that managers' narcissism affects the tendency of employees to leave the service and organizational anti-citizenship behaviors in Mehr Eghtesad banks in Fars province [16]. The results of another study showed that the relationship between moral leadership and social behavioral behaviors and positive emotions is significant and positive. And the relationship between moral leadership and negative emotions is significant, but it is negative. And the relationship between actor personality and OCB through positive emotions is not significant [17]. In a study that explained the role of moral climate and social weakening in employee job participation, the results showed that moral climate and its dimensions have a positive and significant relationship with job conflict [18]. In foreign studies, a study was conducted to investigate the effect of managers' personality traits on company behavior and performance. In this study, using panel data related to different companies and managers, it was concluded that the fixed personality traits of managers have a wide and significant impact on company decisions. Based on this,

it can be said that a significant amount of heterogeneity in the financial and organizational investment of companies can be explained by the effects of the personality of the manager [19].

In another study, it was found that there is a positive and significant relationship between managers' narcissism and company fraud. This confirms the CEO's psychological approach to narcissism as a possible cause of fraud [8]. Another researcher concluded that there is a significant negative relationship between management over-trust and corporate responsibility. Also, other research results showed that management over-trust has a significant effect on various dimensions of social responsibility such as diversity of the workplace and increasing gatherings [8]. In another study, the results showed that managerial narcissism has a positive and significant effect on employee silence and negative expectations play a minor mediating role between them [20]. The results of other studies also showed that organizational justice has a significant effect on the relationship between managers' narcissism and organizational behavior [21] and leaders' narcissism has a negative effect on employee performance and the loss of organizational ethics has a negative effect on the relationship between leaders' narcissism and employee performance [22]. Research in this area does not show all aspects of managerial narcissism. Therefore, it is necessary to do more research on the relationship between narcissism of the manager and different dimensions of the organization. Accordingly, and according to the contents, the purpose of this study is to investigate the relationship between managers' narcissism and ethics and organizational justice. In addition to filling the research gap in this area, conducting this research provides new evidence to support the theory of behavioral psychology.

The following hypotheses have been investigated in the present study:

Managers' narcissism has a significant relationship with organizational justice.

Managers' narcissism has a significant relationship with distributive justice.

Managers' narcissism has a significant relationship with procedural justice.

Managers' narcissism has a significant relationship with interactive justice.

Managers' narcissism has a significant relationship with organizational ethics.

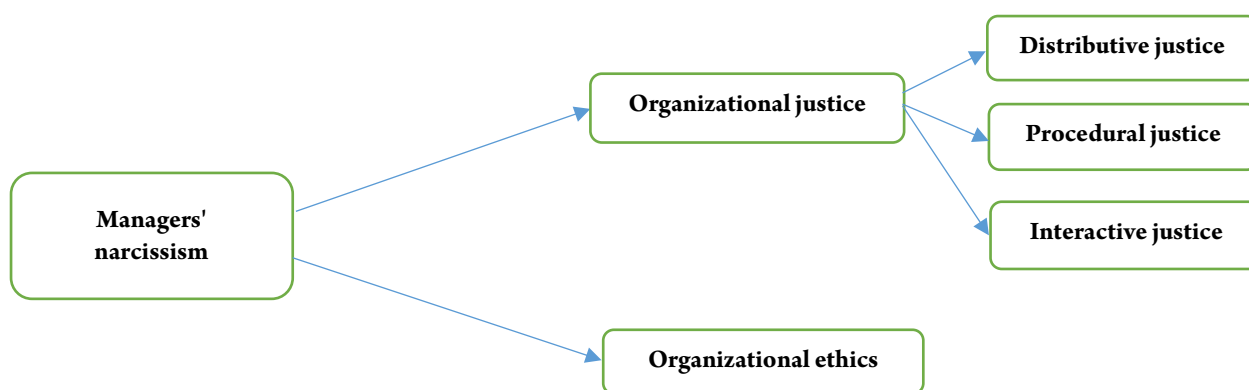


Figure 1. Conceptual Model of Research

MATERIAL AND METHODS

Research methods can be divided into two criteria according to the purpose of the research and how to collect data. This research is a type of applied research based on the purpose of the research and is a survey research based on how data is collected. The method of this research is descriptive and because the relationship between variables is studied, it is a correlation.

The statistical population of the present study is the managers and employees of all companies under the National Pension Fund. This research was conducted in the fall and winter of 1400.

Morgan table was used to determine the statistical sample size. Based on this and by simple random method, 384 people were selected as the final sample of the research. Examining the descriptive statistics in relation to the data collected in the distribution related to the gender variable in the statistical sample, it was found that 35% of the subjects were male and 65% were female. In the distribution related to the marital status variable in the statistical sample, it was found that 36% of people were single and 64% of them were married. In the age variable distribution in the statistical sample, it was found that 24% of people were between 30 and 40 years old, 41% were between 40 and 50 years old and 35% were over 50 years old. According to the results of the study of the educational status of the subjects in the research sample, 44% had a bachelor's degree and 56% had a master's degree or higher. In the service record, 26% of people with 5 years and less, 33% with 5 to 10 years, 24% with 10 to 15 years, 12% with 15 to 20 years and 5% with more than 20 years.

In this research, a questionnaire was used to obtain and collect the required information about the research variables. Also, the existing documents in the field of the studied subject such as books, articles, dissertations, etc. were used in order to collect materials related to theoretical foundations.

Therefore, the following two general methods were used to collect information:

1- Library method: reviewing and studying the documents and documents available in prestigious scientific journals, books and sites

2- Field method: Using a standard questionnaire

In order to measure the narcissism of managers, the standard questionnaire of Ames narcissistic personality (2006) which includes 16 questions (N1 to N16) was used. In order to measure organizational justice, Niehoff and Moorman (1993) questionnaire including 18 questions (J1 to J18) was used. Organizational justice has three dimensions that questions 1 to 5 distributive justice, 6 to 10 procedural justice and 11 to 18 interactive justice. Also, in order to assess organizational ethics, the standard questionnaire of Chyekoh et al. (2004) including 16 questions (E1 to E16) was used. In this research, in order to evaluate the validity of the research questions, the construct validity method has been used in the form of a measurement model in modeling structural equations in the form of AMOS software. Cronbach's alpha coefficient was also used to evaluate the reliability. Cronbach's alpha was 0.89 for the narcissism questionnaire, 0.93 for the organizational justice questionnaire, and 0.91 for the organizational ethics questionnaire, indicating that the research questionnaires have good reliability.

In order to analyze the information in this research, two descriptive and inferential methods are used. In the descriptive section, we describe the control variables such as gender, age, work experience, etc. The research hypotheses were analyzed using the following analytical methods and SPSS software:

Evaluation of research tool reliability with Cronbach's alpha test

Investigation of research data distribution using Kolmogorov-Smirnov test

Investigating the relationship between research variables using regression test

RESULTS

In this section, in order to evaluate the validity of the research tool, the construct validity method has been

used. The results of this narrative are presented in [Table 1](#). This information is based on structural equation modeling analysis in AMOS software:

Table 1. Evaluation of model fit

| Index | TLI | NFI | IFI | CFI | χ^2/df | GFI | RMSEA | RMR |
|------------------------|-------|-------|-------|-------|-------------|------|-------|-------|
| Suggested point | 0.9≤ | 0.9≤ | 0.9≤ | 0.9≤ | ≤3 | 0.9≤ | ≤0.08 | ≤0.08 |
| Reported point | 0.902 | 0.946 | 0.953 | 0.952 | 2.89 | 0.97 | 0.062 | 0.052 |

Table 2. Summary of the results obtained from the measurement model

| Markers | Load factor | CR | Rho | AVE | Markers | Load factor | CR | Rho | AVE | Markers | Load factor | CR | Rho | AVE |
|---------|-------------|--------|------|------|---------|-------------|--------|------|------|---------|-------------|--------|------|------|
| J1 | 0.58 | 5.416 | 0.85 | 0.62 | E1 | 0.58 | 7.932 | 0.74 | 0.58 | N1 | 0.65 | 9.097 | 0.82 | 0.61 |
| J2 | 0.63 | 6.081 | 0.85 | 0.62 | E2 | 0.61 | 12.75 | 0.74 | 0.58 | N2 | 0.58 | 7.932 | 0.82 | 0.61 |
| J3 | 0.61 | 7.789 | 0.85 | 0.62 | E3 | 0.54 | 7.266 | 0.74 | 0.58 | N3 | 0.61 | 12.75 | 0.82 | 0.61 |
| J4 | 0.66 | 8.986 | 0.85 | 0.62 | E4 | 0.69 | 8.800 | 0.74 | 0.58 | N4 | 0.54 | 7.266 | 0.82 | 0.61 |
| J5 | 0.68 | 9.602 | 0.85 | 0.62 | E5 | 0.58 | 6.75 | 0.74 | 0.58 | N5 | 0.69 | 7.752 | 0.82 | 0.61 |
| J6 | 0.59 | 12.913 | 0.85 | 0.62 | E6 | 0.54 | 6.371 | 0.74 | 0.58 | N6 | 0.55 | 6.066 | 0.82 | 0.61 |
| J7 | 0.62 | 9.600 | 0.85 | 0.62 | E7 | 0.59 | 5.45 | 0.74 | 0.58 | N7 | 0.54 | 6.371 | 0.82 | 0.61 |
| J8 | 0.53 | 11.652 | 0.85 | 0.62 | E8 | 0.58 | 5.12 | 0.74 | 0.58 | N8 | 0.56 | 5.703 | 0.82 | 0.61 |
| J9 | 0.65 | 11.101 | 0.85 | 0.62 | E9 | 0.63 | 6.186 | 0.74 | 0.58 | N9 | 0.5 | 10.304 | 0.82 | 0.61 |
| J10 | 0.67 | 9.416 | 0.85 | 0.62 | E10 | 0.5 | 10.304 | 0.74 | 0.58 | N10 | 0.6 | 8.882 | 0.82 | 0.61 |
| J11 | 0.5 | 10.304 | 0.85 | 0.62 | E11 | 0.6 | 8.882 | 0.74 | 0.58 | N11 | 0.55 | 7.276 | 0.82 | 0.61 |
| J12 | 0.6 | 8.882 | 0.85 | 0.62 | E12 | 0.55 | 7.276 | 0.74 | 0.58 | N12 | 0.65 | 9.097 | 0.82 | 0.61 |
| J13 | 0.55 | 7.276 | 0.85 | 0.62 | E13 | 0.65 | 9.097 | 0.74 | 0.58 | N13 | 0.58 | 7.932 | 0.82 | 0.61 |
| J14 | 0.65 | 9.097 | 0.85 | 0.62 | E14 | 0.58 | 7.932 | 0.74 | 0.58 | N14 | 0.59 | 10.456 | 0.82 | 0.61 |
| J15 | 0.58 | 7.932 | 0.85 | 0.62 | E15 | 0.59 | 10.456 | 0.74 | 0.58 | N15 | 0.52 | 8.851 | 0.82 | 0.61 |
| J16 | 0.59 | 10.456 | 0.85 | 0.62 | E16 | 0.52 | 8.851 | 0.74 | 0.58 | N16 | 0.65 | 90.97 | 0.82 | 0.61 |
| J17 | 0.52 | 8.851 | 0.85 | 0.62 | | | | 0.74 | 0.58 | | | | 0.82 | 0.61 |
| J18 | 0.65 | 9.097 | 0.85 | 0.62 | | | | 0.74 | 0.58 | | | | 0.82 | 0.61 |

Table 3. Examination of research hypotheses

| Dependent V. | Coefficient of V. | T-Value | Sig. | R ² | Adj. R ² |
|---------------------|-------------------|---------|-------|----------------|---------------------|
| Hyp. ¹ | -0.643 | -16.430 | 0.000 | 0.414 | 0.413 |
| Hyp. ₁₋₁ | -0.387 | -8.199 | 0.000 | 0.150 | 0.147 |
| Hyp. ₁₋₂ | -0.505 | -11.450 | 0.000 | 0.256 | 0.254 |
| Hyp. ₁₋₃ | -0.369 | -7.757 | 0.000 | 0.136 | 0.134 |
| Hyp. ² | -0.516 | -11.767 | 0.000 | 0.266 | 0.264 |

According to [Table 1](#), all the fit indices of the studied model are reported at the desired level. For example, the Chi-square index of freedom is calculated at the level of 2.89, which is at the standard level. Also, the value of RMSEA index is calculated at the level of 0.062, which is at the proposed standard level. Therefore, the model fit is approved in this section. Also, a summary of the results obtained from the measurement model is presented in the form of [Table 2](#). As shown in this table, the combined reliability coefficients in all major indicators are higher than the standard number of 0.7. Also, the mean level of variance extracted in all components is calculated at a level above 0.5. All these indicators indicate the appropriate level of reliability and validity of the research tool.

The results of [Table 3](#) were obtained from testing research hypotheses using linear regression

According to the results obtained from the [Table 3](#), the absolute value of t-statistic in relation to all independent variables in the research hypotheses was more than 1.96, which shows that managers' narcissism has a significant relationship with dependent variables; And since the coefficient of independent variable was negative in relation to all dependent variables, it can be concluded that managers' narcissism had an inverse and significant relationship with dependent variables.

DISCUSSION

The results showed that managers' narcissism has a negative and significant relationship with organizational justice. This result is consistent with the results of other studies [8, 20]. Narcissism is often identified as an important and complex personality trait that includes a sense of arrogance and a strong desire to be respected by others. Self-centeredness, infinitely sensitive to criticism,

lack of empathy for others, daydreaming, exaggeration and self-expression, the idea of having unlimited power and success, using others to advance and improve oneself, as well as satisfying personal desires. Such people are counted. To satisfy their narcissistic needs, narcissistic managers use the organization and employees as a means to achieve their personal needs, sacrificing everything to achieve their personal goals, regardless of moral values, and with anyone who feels they are greedy to compete for his position. Narcissistic managers tend to magnify people who approve of their demands and flatter them, and humiliate other employees, even if they are qualified. This behavior in its pathological structure is associated with the devaluation of others as well as their destruction and severely affects organizational justice. Lack of justice in the organization causes the organization to be not positive and trustworthy, and employees in the workplace do not feel comfortable and have no confidence in the observance of their professional and social rights in the workplace. As organizational justice decreases, organizational trust is weakened and everyone feels dissatisfied and exhausted from working in the organization. Lack of honesty and fair and equitable behavior by management is a serious threat to the organizational life of any group.

Also, other research results showed that managers' narcissism has a negative and significant relationship with organizational ethics. This result is also consistent with the results of other researches [8, 20]. The tendency to self-aggrandizement among narcissists makes power and management an attractive occupation for the narcissist, and this leads to a violation of morality in order to obtain and maintain this position. Narcissistic managers sometimes insist on making the wrong decisions and spend a lot of time and money on it, which is problematic for the organization. Managers' narcissism can have devastating effects on the organization; The narcissism forces managers to take actions that are out of the ordinary, and such managers generally seek attention and praise, and these actions will ultimately negatively affect the ethics of the organization. Feeling justified, not considering the wishes of others, being self-centered, not following the organizational principles and violating some rules by a narcissistic manager will cause serious damage to the organizational ethics of employees. Managers have a very fundamental and important role in the overall structure and process creation in the organization, and when they define this structure and process not on the basis of specific and correct principles or rules and regulations, but according

to their needs and wants. Morality can be expected to decline in downstream institutions.

Through the results of the research, the following suggestions are provided for organizations, managers and members of the board of directors of companies:

Review the jobs that people have been hired (especially sensitive managerial positions) and consider the adaptation between the job, its requirements and personality traits such as narcissism and the like.

Due to the negative relationship between managers' narcissism and ethics and organizational justice, it is suggested to define specific frameworks for managers at different levels as much as possible to prevent the implementation of sudden and arbitrary behaviors and decisions.

When recruiting new staff, great care should be taken to avoid recruiting employees and managers with a high degree of narcissism.

It is suggested that the necessary ground be provided for managers and employees to take training courses on managerial ethics.

Establishing a centralized system of selection and transparency in the decision-making process of managers, as well as establishing clear mechanisms in appointing and promoting managers and supervising the manager can greatly reduce the consequences of narcissism of managers.

Eliminate discrimination in payroll at various levels by evaluating the actual performance of employees and reducing the limits of managers' authority to exercise personal taste in order to increase organizational justice.

CONCLUSION

Based on the research findings, it can be concluded that with increasing the level of narcissism of managers, employee ethics and organizational justice will be significantly reduced. Narcissistic managers think of themselves as special people and expect to be treated in a special way. Criticism is hard for them to bear, and in return they are accused of "ignorance, stupidity, and lack of understanding of reality." They consider themselves strong, famous, the most knowledgeable, and expect obedience and obedience from others. Because their arrogance is at odds with reality, their social relationships are fragile and they have many interpersonal, occupational, and lack issues that they create with their own behavior, while having no insight or awareness of them. These behaviors will reduce ethics and justice in the organization. Extremist narcissistic managers cannot behave ethically because they lack a moral identity. While such managers are not necessarily intentionally

immoral, they become obsessive and use feelings of entitlement, self-aggrandizement, denial, and rationalization to justify everything they do. When narcissistic managers reach power positions, they behave immorally. As a result, organizational identity changes and organizational justice is affected. This will strengthen unethical decisions in organizational structure and practices and weaken organizational ethics. Selfish managers often act in the best interests of themselves and those around them, ignoring the needs and interests of others. Therefore, in such an atmosphere, it is natural for organizational justice perceived by employees to decrease. Narcissistic leaders have deeply self-centered, overconfident, dishonest, and reprehensible personalities. They insult their subordinates, think they are superior, do not listen to experts and consultants, cause conflicts and believe that the rules do not apply to them. Narcissistic managers contaminate organizational culture through policies and practices that directly affect them. They often choose not to pursue strong policies that govern moral behavior, conflict of interest, and equality between men and women, as well as practices that promote teamwork and encourage people to treat others with dignity and respect.

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