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NARCISSISM AND COUNTERPRODUCTIVE WORK BEHAVIORS:  
THE ROLE OF PSYCHOLOGICAL ENTITLEMENT

Nihan Yalçın

118632018

Assoc. Prof. İdil Işık

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Narcissism and Counterproductive Work Behaviors: The Role of Psychological  
Entitlement

Narsisizm ve Üretkenlik Karşıtı İş Davranışları İlişkisinde Psikolojik Ayrıcalığın  
Rolü

Nihan Yalçın

118632018

Tez Danışmanı: Doç. Dr. İdil Işık

İstanbul Bilgi Üniversitesi

.....

Jüri Üyesi: Dr. Öğr. Üyesi Duygu Uygur

İstanbul Bilgi Üniversitesi

.....

Jüri Üyesi: Dr. Öğr. Üyesi Neşe Saruhan

İstanbul Gedik Üniversitesi

.....

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## **ABSTRACT**

People interact with every factor related to the organization they are in their business life, affecting the efficiency of the work done. Therefore, the behavior of people in the workplace is significant. Negative behaviors that do not contribute to increasing work efficiency in the workplace are called counterproductive work behavior. Some personal factors affect people's counterproductive work behavior. One of these personal factors is narcissism. Narcissism involves grandiose thoughts about oneself. Another factor is the psychological entitlement that manifests as an inflated self in the person. Psychological entitlement is seeing oneself as different and privileged from other people. This study aims to see the role of psychological entitlement in the effect of narcissism on counterproductive work behaviors. For this purpose, the Psychological Entitlement Scale, the Counter-Productivity Work Behavior Scale, and the Narcissistic Personality Inventory were applied to 142 white-collar participants from different sectors and with different work experiences. The findings obtained at the end of the study show that psychological entitlement has a positive effect on narcissism and counterproductive work behaviors, increasing the effects of narcissism on counterproductive work behaviors. In addition, the relationship between independent variables and the dependent variable and whether demographic characteristics affect these relationships were also examined in the study.

**Keywords:** Psychological Entitlement, Narcissism, Counterproductive Work Behavior, Misuse, Withdrawal

## ÖZET

İnsanlar iş hayatlarında içinde bulundukları organizasyonla ilgili her faktörle etkileşime geçerler ve bu etkileşim totalde yapılan işten alınan verimi etkiler. Bu yüzden insanların iş yeri içerisindeki davranışları oldukça önem taşımaktadır. İş yerinde iş verimini artırmaya yönelik katkısı olmayan olumsuz davranışlara üretkenlik karşıtı iş davranışları denir. Kişilerin üretkenlik karşıtı iş davranışlarını etkileyen bazı kişisel faktörler bulunmaktadır. Bu kişisel faktörlerden birisi narsisizmdir. Narsisizm kişinin kendine yönelik büyüklenmeci düşüncelerini içerir. Başka bir faktör ise kişide şişirilmiş bir benlik olarak kendini gösteren psikolojik ayrıcalıktır. Psikolojik ayrıcalık kişinin kendisini diğer insanlardan farklı ve ayrıcalıklı görmesi durumudur. Bu çalışmanın amacı narsisizmin üretkenlik karşıtı iş davranışlarına olan etkisinde psikolojik ayrıcalığın rolünü görmektir. Bu amaçla farklı sektörlerden, farklı iş deneyim sürelerine sahip 142 beyaz yakalı katılımcıya Psikolojik Ayrıcalık Ölçeği, Üretkenlik Karşıtı İş Davranışı Ölçeği ve Narsistik Kişilik Envanteri uygulanmıştır. Çalışma sonunda elde edilen bulgular psikolojik ayrıcalığın narsisizm ve üretkenlik karşıtı iş davranışları üzerinde pozitif bir etkisi olduğunu yani narsisizmin üretkenlik karşıtı iş davranışları üzerindeki etkilerini artırmaktadır. Çalışmada ayrıca bağımsız değişkenlerin bağımlı değişkenle tek tek ilişkisi ve demografik özelliklerin de bu ilişkiler üzerinde etkisi olup olmadığı incelenmiştir.

**Anahtar Kelimeler:** Psikolojik Ayrıcalık, Narsisizm, Üretkenlik Karşıtı İş Davranışı, Kötüye Kullanma, Geri Çekilme



## INTRODUCTION

Since people are social beings, interpersonal relationships occupy a considerable place in all areas of life. The factors that shape people's personalities also play an essential role in their interactions with others. This situation, which is valid in people's social lives, is also valid in their business life. In the workplace, interpersonal relations also affect the efficiency of the organization. In addition, the behavior of individuals may be directed not only toward other employees in the workplace but also toward the organization itself. In this context, individuals adopt positive or negative attitudes and behaviors toward their organization and colleagues. Positive behaviors increase peace and productivity in the workplace, while negative ones decrease it. Therefore, it is vital to identify the factors that shape the personality traits of people in a workplace. One of the indicators that people's personality traits affect their working lives, the work environment, and the job's efficiency is that various personality tests are carried out in the recruitment processes (Günay, 2019; Tavas, 2019). In line with the tests carried out in this process, it is tried to understand whether the person has personality traits that will cause a decrease in productivity or cause negative situations in the work environment, and people are evaluated according to these characteristics (Günay, 2019; Tavas, 2019). Personality tests are generally used to determine the suitability of individuals for their current position and working environment (Özkan, 2007). So, it can be thought that whether positive or negative personality traits influence the work behaviors of individuals in organizations is a subject that needs to be investigated.

From time to time, employees in the organization show attitudes and behaviors that will hinder its functioning and are not in line with its goals and objectives. Some of these behaviors can cause significant harm to the organization and other employees. Contrary to organizational norms and values and carried out consciously and in a planned way by the organization members, these behaviors are called counterproductive work behaviors (Campbell et al., 2004). Such behaviors

prevent the organization from functioning and achieving its goals and negatively affect employees' lives outside work. Counterproductive work behaviors may manifest themselves toward individuals or organizations. A person may be rude to co-workers, damage workplace property, and steal items from the workplace. Other co-workers and employers exposed to these behaviors may also tend to engage in similar behaviors in response to their adverse effects, leading to an increase in unproductivity. The standard view of the researchers is that the counterproductive work behaviors of the employees can be both personal and organizational. (Witten, 2019). Individuals who engage in these behaviors may cause financial damage to the institutions they work for and deteriorate business relations, leading to decreased productivity in the business environment (Polatçı et al., 2014). Therefore, counterproductive work behaviors have become one of the issues that need to be emphasized by the researcher, as they pose a severe threat to organizational and social life today. One of the situations that affect the behavior of individuals toward their environment in their social and business life is the narcissistic personality structure. Narcissism is a developmental process that people experience in early childhood. However, in some people, this period can be problematic and may manifest as an inflated self-perception in adulthood. Employees with narcissistic personalities may perceive a threat to their self-perception when criticized or rejected and act with anger and revenge. Behaviors exhibited with this motivation may manifest as counterproductive work behavior at work. Since individuals with narcissistic personality traits tend to see themselves as superior and privileged to others, they may exhibit behaviors to show their superiority, such as making harmful and destructive statements to their colleagues. In addition, since these people are vulnerable to criticism, when they make any mistakes in their work, they may not accept that this mistake is their own and tend to blame their colleagues. Such a tendency may cause them to continue to make mistakes and get aggressive when talking about them. They may reflect their anger toward other employees in a way that can lead to insults or violence. Therefore, narcissistic personality traits can potentially negatively affect interpersonal relationships in working life, and some studies have shown that narcissism influences counterproductive work

behaviors (Kanten et al., 2015; Spector, 2011). One of the personality traits discussed in this study is psychological entitlement. In short, psychological entitlement refers to people seeing themselves as different, privileged and entitled from others. Therefore, they expect the people around them to see them as privileged and to behave accordingly. This situation can shape people's work and social life behavior. Regardless of their work, these people think they are worthier of rewards than other co-workers and may react with anger when their reward expectations are not met. This anger response can lead to counterproductive work behaviors. In addition, failure to meet the reward expectations of people who feel psychologically entitled may also create a tendency to cause financial damage to the institution they work. In such a case, stealing from the workplace or damaging items may be observed. Therefore, it is essential to examine individuals' psychological entitlement levels and determine how this affects counterproductive work behaviors to comment on the possibility of experiencing the mentioned situations. Apart from this, psychological entitlement is a concept that is generally associated with narcissism in the literature, so it is essential to consider these two concepts together in the context of counterproductive work behaviors and to measure whether narcissism mediates the effect of counterproductive work behaviors. In the context of the three concepts mentioned, employees with a high sense of entitlement are considered more prone to sabotage in the workplace. In this study, psychological entitlement was chosen as the mediating variable because it was assumed that psychological entitlement, one of the concepts related to narcissism, may be closely related to counterproductive work behaviors. The high level of psychological entitlement in individuals with narcissistic personalities may increase the tendency toward counterproductive work behaviors. The reason for making this assumption is that narcissism does not only show itself as superior and entitled to others but high levels of psychological entitlement should be mediated for narcissism to cause counterproductive work behaviors. When the literature was examined, it was seen that many studies measure the relationship of counterproductive work behavior with many variables. However, few studies investigate the relationship between psychological entitlement and

counterproductive work behaviors. This study is remarkable for looking at the relationships between counterproductive work behaviors and psychological entitlement levels of white-collar employees through narcissism and further paying attention to the psychological processes of individuals in the organizational recruiting process.

There has recently been an increase in interest in narcissistic and entitlement attitudes in the workplace. One of the objectives of this study is to take notice of the findings and give suggestions to scholars working on similar topics. Turkey's employee entitlement perception and narcissistic behaviors are investigated as their role in counterproductive work behaviors. This study was conducted to answer whether individuals' psychological entitlement levels increase counterproductive work behaviors by mediating the relationship between narcissistic personality traits and counterproductive work behaviors. This study aims to determine the role of psychological entitlement in this relationship while examining the effect of narcissism on counterproductive work behaviors. In this context, data were collected from the participants by the survey method, which is a quantitative study method. The collected data tested the hypothesis that "psychological entitlement mediates the effect of narcissism level on counterproductive work behaviors" was tested. The effects of the independent and mediating variables on the sub-dimensions of counterproductive work behaviors were also examined. In addition, the demographic characteristics of the participants were asked to test whether they influenced these three variables. In addition, one of the aims of this study is to provide information on how organizations should manage narcissistic and entitled individuals and under what conditions they can reduce counterproductive work behaviors. Additionally, issues that organizations can act on in this regard have been researched, and suggestions for solutions have been presented.

The following section includes a literature review on counterproductive work behaviors, employee entitlement, and narcissistic personality.

## **CHAPTER 1: BACKGROUND AND THEORETICAL FRAMEWORK**

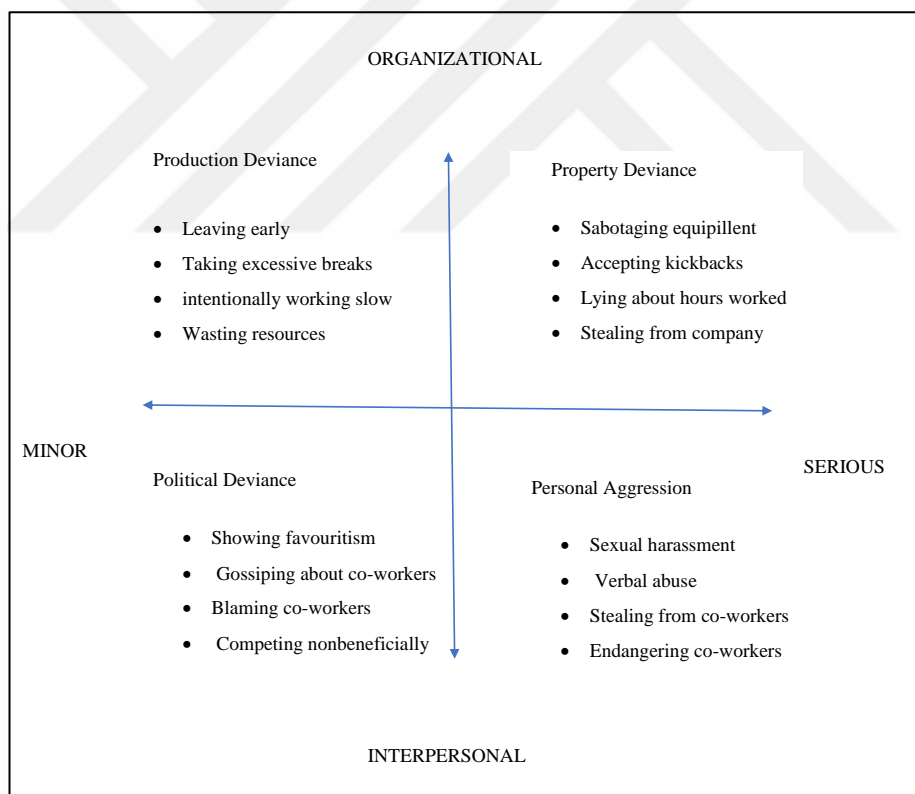
### **1.1. Counterproductive Work Behaviors**

The concept of counterproductive work behavior has many different definitions in the literature. Bennet defined counterproductive work behavior (CWB) as deviant workplace behavior in 1995. Employee deviance is a voluntary activity that violates important organizational standards and, as a result, affects the organization's members or well-being. Employee deviance is voluntary because workers either lack the incentive to adhere to the social context's normative expectations or become motivated to break those expectations (Kaplan, 1975). Another definition of CWBs is purposeful employee behaviors that harm the organization and the individuals (Robbins & Coulter, 2007). When the definitions of counterproductive work behaviors in the literature are examined, it is seen that they have three different perspectives, according to Sackett and De Vore, 2009. The first is productivity-reducing behaviors, such as the willful violation of security measures. The second is illegal or unethical behaviors related to the organization's environment. The third is behaviors that many employees can exhibit. For example, employees take sick leave when they are not ill.

Although counterproductive work behaviors are expressed differently, it is emphasized that negative employee behavior that can result in direct or indirect damage to the organization should be understood in all existing definitions. The alternative work behavior that impacts organizational performance and survival is known as counterproductive work behavior. Counterproductive workplace behavior is defined as behavior that differs from others in the organization. (Manuela, Anja, & Bruno, 2017). CWB overlaps with antisocial, unproductive, dysfunctional, and organizational misbehavior. (Bennett & Robinson, 2000; Sacket, 2002). According to Kalyva (2011), antisocial behavior is not complying with the behavior patterns generally accepted as appropriate by society. Such behaviors may

include aggression, hostility, defiance of authority and social norms, or other undesirable behaviors.

Furthermore, CWB is defined as voluntary behavior that violates important organizational norms and, in doing so, threatens the well-being of organizations, their members, or both. Counterproductive behaviors can be verbal, psychological, or physical violence aimed at harming the organization and its members, unsafe work practices, theft or damaging the organization's property, or behaviors that negatively affect service performance (Varoglu & Sigri, 2017). Moreover, CWB range from covert and inconspicuous acts aimed at harming the entire organization or other employees (colleagues, managers, or customers) to openly challenging, damaging property, and direct physical assault (Bowling & Burns, 2014).



**Figure 1.1. Typology of Deviant Workplace Behavior (Robinson and Bennett, 1995)**

Bennet defined counterproductive work behavior as deviant workplace behavior. A classification of deviant work behaviors was developed by Robinson and Bennett in 1995. They divided deviant behaviors into four dimensions, each with its sub-dimensions. Figure 1 depicts the typological framework.

About 80 different kinds of counterproductive work behavior exist in the literature (Gruys, 1999). These were gathered under some headings, and dimensions of unproductive work behavior were created. When the literature on the subject is examined, it is seen that the most accepted dimensioning of counterproductive work behaviors is made by Spector et al. (2006). Spector and Fox (2005) reviewed the predictors of CWB and concluded that both individual differences and situational factors determine it. "According to dimensioning, counterproductive work behavior is examined in five dimensions. (Spector et al. 2006): abuse, production deviance, sabotage, theft, and withdrawal." Abuse is defined as destructive behaviors conducted at employees and others that cause bodily or psychological injury by making threats, hateful comments, humiliating, neglecting the person, or undermining the person's capacity to work efficiently. The sub-dimension of Production Deviation includes deliberately and willingly not doing the work as required, making mistakes, underperforming, failing intentionally, taking the work slowly and not following the work instructions. The sub-dimension of Sabotage is defined as defacing or damaging physical property belonging to the employer and purposefully wasting materials. Another sub-dimension is Withdrawal refers to behaviors that limit the amount of time spent working to less than what is required by the organization. Absence, arriving late or departing early, and taking longer breaks than authorized are examples. Finally, Theft is Stealing anything belonging to another employer while delaying duties to collect overtime pay. In 1983, Hollinger and Clark defined theft as the unauthorized taking, controlling, or transferring of money and property of the formal work organization by an employee while engaged in a job-related activity. They also distinguished property and production deviance, the two most common types of employee theft. Employees who unlawfully acquire or damage tangible property or organizational assets are referred to as the former.

On the other hand, property deviance concerns unproductive behavior against everyday job productivity expectations. Financial embezzlement, pilferage, goods theft, or Sabotage are examples of property deviance (Taylor & Walton, 1971). On the other hand, 'Stealing of time,' in which employees are paid for hours not worked, absenteeism or tardiness, leave misuse, or failure to complete duties on schedule, are all examples of production deviance (Hollinger & Clark, 1983).

The Social Learning Theory explained by Bandura is one of the theories used to describe the relationship between counterproductive work behaviors and personal and situational factors that lead individuals to exhibit these behaviors (1973). According to this view, aggression is encouraged by external variables (situational signals and reinforcers) rather than internal causes (instincts and drives). As a result, violent conduct is taught through direct experience and imitation, much like other behaviors. Individual experiences and contextual circumstances both contribute to aggressive behavior, according to the social learning approach. Individuals who receive favourable feedback for aggressive behavior learn to continue acting aggressively. Family, school, peer groups and other significant subcultures can contribute to this direct experience. Individuals exposed to an environment that rewards aggressive conduct are more likely to engage in aggressive behavior themselves (O'Leary-Kelly et al., 1996). Counterproductive work behaviors are accepted as one of the main problems frequently encountered in organizations today, and managers must deal with it. It is known that these negative work behaviors are primarily dependent on the employees' personality traits. (Penney et al., 2003: 197). Individual variations among employees, such as personality traits, working talents, employment experiences, poor working circumstances, harsh supervision, and interpersonal conflict, contribute to counterproductive work behavior. (Alexander & Nick, 2016). By addressing both individual and situational features, the contribution of human and environmental factors to aggressive behavior is explained from an interactional perspective. Starting a connection with a company that feels aggressive conduct would get them the outcomes they want but might put the company and its employees in danger. When an organization acts against an individual, it is seen



that certain people will respond more aggressively than others. Individual and organizational environments are not mutually exclusive. Individuals with aggressive behaviors who join the business might considerably influence the working environment. Individuals are affected by their work environment. (O'Leary-Kelly et al., 1996). When the studies examining the relationship between demographic factors and counterproductive work behavior are concerned, it is seen that the most focused variable is gender. The findings obtained in the studies conducted on the subject generally indicate a gender-based difference. Accordingly, men have significantly higher counterproductive work behavior than women (Bowling and Burns, 2005:353). According to the study by Hershcovis and colleagues, gender is a more vital determinant of aggressive interpersonal behavior than organizational aggression. (Hershcovis et al., 2007:232). Studies show that the age factor effectively affects counterproductive work behaviors. Older workers tend to exhibit less counterproductive work behaviors than younger workers. Another essential point is that; Job satisfaction is a significant predictor of CWB, with those who reported higher job satisfaction committing slightly more CWB than those who reported lower job satisfaction. (Cohen et al., 2013). Polatçı and Özçalık (2015) investigated whether organizational justice has an impact on employees engaging in counterproductive job behavior. According to their findings, even while workers' perceptions of unfairness during resource allocation in organizations may not lead them to counterproductive work behaviors, they may engage in such behaviors due to their unfavourable feelings about the distribution. O'Boyle et al. (2011) did a meta-analysis analyzing the links between dark triad characteristics, job performance, and counterproductive workplace behavior (CWB), operationalized as actions damaging to organizations, in an attempt to combine the fragmented research on personality and workplace deviance (e.g., employee theft, absenteeism). Because performance assessments are based on how effectively one collaborates with others, the authors hypothesized that psychopathy would be adversely related to job performance ratings. Furthermore, the authors hypothesized that psychopathy would be positively connected with CWB since it is linked to impulsivity and criminal conduct. The findings supported the authors' hypotheses

in part. Psychopathy was shown to be significantly and negatively related to work performance and significantly and positively related to CWB. Furthermore, according to the results of the research conducted by Sezici (2011), the first of the most important findings is the effect of five-factor personality traits on counterproductive work behaviors. It has been determined that the five-factor personality traits of the responsibility factor harm the sub-dimensions of counterproductive work behaviors.

## **1.2.Narcissistic Personality Organization**

The standard definition of narcissism is a grandiose self-view connected to the need for respect, power, and entitlement and is perceived as an individual distinction (Morf & Rhodewalt, 2001). If human life is considered a process of self-formation, the foundations of this construction begin to be laid from the first months of life. Over time, individuals determine their perceptions about themselves and their expectations from their environment according to this formation. In the past, those interested in psychology tried to explain the formation of personality and self in various ways and have put forward theories. With these theories, they emphasized that there are processes that people must go through at specific periods throughout their life, and they suggested that various pathologies occur when harmful interactions with the environment are established in these processes. Narcissism, one of the parts of the natural development process of human beings, becomes pathological when the individual's healthy internalization is prevented.

The word narcissism originates from the character of Narcissus in Greek mythology (Battal, 2016). One day while hunting, Narcissus stops by a lake to drink water and sees his reflection in the water (Battal, 2016). Narcissus falls in love as soon as he sees his reflection and cannot leave the water; therefore, this admiration for his reflection drags him to death (Battal, 2016). Over time, one's self-admiration and sexual interest in oneself have begun to be defined as narcissism (Battal, 2016). Freud portrayed narcissism in the psychoanalytic approach and thinks the ego is aligned with the control and expectations of the environment and parents, which is related to the stage of primary narcissism, in which the baby sees himself as all-

powerful (Crockatt, 2006). Over time, the baby begins to realize that he is not omnipotent, and as a result of this disappointment, he begins to invest in objects. The problems experienced during the transition to this period, called secondary narcissism by Freud, can lead to pathologies (Crockatt, 2006).

On the other hand, Karen Horney defines narcissism as a neurotic need, which she thinks arises from wrong ways of relating in childhood, and argues that narcissistic people have an inflated self-perception; they are terrified of this perception being corrupted. They lack the ability to bond and love (Battal, 2016 Tankut, 2020). Later, with the contribution of Melanie Klein's object relations theory, narcissism was thought to be closely related to the interactions established with the external object in childhood (Aracı, 2019). Heinz Kohut defines this external object as the self-object. He explains narcissism as the child being stuck in that transcendence because his needs, such as approval and liking, are not met in the relationship established with the self-object at a particular stage of development (Battal, 2016).

Various theories explaining narcissism explain this concept as a normal stage that should be in the development process of human beings, but this is called normal narcissism (Karakuş, 2017). Thanks to healthy narcissism, the individual's self-esteem develops. However, when there are disruptions in the child's emotional and physical needs and the environment's reactions, especially to his parents, to these needs, narcissism becomes a pathology (Karaaziz & Atak, 2013). One of the factors that cause children to develop pathological narcissism is the fixation experienced in the oral period. According to Freud's psychosexual development theory, for the child to establish a balance between the pleasure principle and the reality principle, he or she must be exposed to a certain amount of frustration while his needs are satisfied. However, fixation occurs when the balance between satisfaction and frustration cannot be achieved (Aracı, 2019). In the oral period, which covers the first year of the baby's birth and is the mouth region of the libido, the basic principle of the baby is pleasure, and the expectation is to meet basic needs such as nutrition (Türk, 2020). According to Freud, the ego has not yet developed

at the beginning of this period. The baby's needs are met immediately. Baby feels omnipotence over mother's breast. However, as the mother delays meeting the needs, the baby becomes disappointed but understands that the mother's breast is an independent object, and the ego begins to develop through the mother's feedback (Türk, 2020, Özdemir, Özdemir, Kadak, & Nasıroğlu, 2012). Therefore, the most significant conflict of this period is weaning because a specific part of the mother's focus is directed to the outside world, and the baby needs to learn to cope with it (Gençtanırım Kurt & Çetinkaya Yıldız, 2020). As the ego develops, the baby begins to be able to postpone his impulses, take care of his environment, and react to his mother, who is the object that meets his needs, to show his satisfaction or displeasure. Thus, a relationship of giving and receiving is established between the mother and the baby (Türk, 2020 Gençtanırım Kurt and Çetinkaya Yıldız, 2020). In this period, which Freud describes as the transition from primary narcissism to secondary narcissism, the mother may be inadequate in meeting the needs of the baby or may overfeed the baby by displaying an over-giving attitude toward the baby. In both cases, the baby cannot get through this period healthily and may develop feelings of envy and jealousy in the future, and may become an individual with low self-esteem, giving too much importance to the thoughts of others about him, excessive desire and difficulty in establishing close relationships (Türk, 2020; Gençtanırım Kurt & Cetinkaya Yildiz, 2020). Heinz Kohut, the founder of self-psychology, explains narcissism as a developmental period fixation resulting from not receiving parental approval and appreciation (Battal, 2016). According to Kohut, the self is an internal system responsible for managing the individual's feelings, thoughts, and behaviors related to himself and his environment in harmony with reality (Akça, 2017). The individual's self-development also shapes how he perceives himself and his environment in his adult life, and this development begins from the moment the individual is born. Every child has a sense of perfection and happiness when he is born, but over time, problems begin to be experienced in meeting his needs by the parents, leading to disappointment in the baby (İnce, 2020). As a result of his disappointment, the baby realizes he is not a whole with his mother. As a result, to both gain the sense of perfection that he lost and to

continue to perceive himself as a holistic, he starts to establish relationships with other people who are parents in the first years of life, which Kohut defines as his "self-object" (Tankut, 2020). The child sees this object as a part of the self that he can control, shows physical and emotional intimacy, and has the function of meeting his basic narcissistic needs (Károva, 2020). The child needs two states to develop the self: grandiosity and idealization. In grandiosity, the child overvalues himself; he attributes good and perfect features to himself, inadequate and faulty features to others, and seeks confirmation of his perfection (Akça, 2017). The child expects to be approved, liked and appreciated by parents in the face of the behaviors he/she performs in this process. In this situation, which is defined as the "need for mirroring", if the need for approval is met, the child's self-confidence and self-esteem are formed; however, if it is not met or the child experiences the process in a traumatic way, feelings of anger and shame develop, the child is not aware of his absolute power and cannot develop and pursue goals (Akça, 2017; Tankut, 2020). In idealization, the child reflects his perfection to others and creates an unlimited, omnipotent, idealized parent image (Akça, 2017). The child believes he is an extension of the parent he sees as perfect, admires, and feels close to, and he wants this belief to be approved (Tankut, 2020). Thanks to this idealization and closeness to the idealized self-object, the child feels comfortable, calm, solid, and safe. Therefore, at this stage, the self-object provides comfort and calm (Károva, 2020). Suppose the parent does not allow these characteristics to be attributed to him. In that case, trauma is experienced in idealization, and the child continues to seek self-objects and always needs others to calm down (Akça, 2017). According to the theory of self-psychology, the source of narcissistic pathology is the parents' mistakes in mirroring and idealizing. For healthy narcissism to develop, parents must empathize with the child's narcissistic needs and allow them to experience frustration in a balanced way. Per the optimal level of disappointments, the child begins to acquire the ability to do what was done for him and to function for himself by structuring the function of the lost object for him. This situation contributes to self-confidence by making the child need the self-object less over time. provides (Özdemir, Özdemir, Kadak, & Nasıroğlu, 2012). Suppose parents do not give their

children the necessary value of the period. In that case, the child develops a 'defensive' and 'arrogant' self because of the disappointment over the idealized parent image and experiences intense feelings of insecurity and inferiority. At the same time, there is exaggerated self-worth on the surface. However, suppose the balance between the child's narcissistic needs and disappointments is achieved. In that case, essential steps will be taken in the future for the child to become an adult with self-awareness, harmony with his environment, and enjoy life.

When narcissism is viewed from the outside, an inflated self comes to the fore, but individuals with narcissistic personalities use this inflated self-esteem to mask feelings such as intense guilt, shame, worthlessness, weakness, and inferiority (Bora, 2019). They must show themselves worthy because they fear embarrassment when others see their inadequacies. The narcissistic individual continuously evaluates himself as imperfect and feels guilty about it, but this feeling comes naturally from the individual; it has nothing to do with how others evaluate him. In the feeling of shame, external factors such as being disliked by others, being found defective, and being weakened come into play. Therefore, the most significant effort of these people is to get approval from the outside. The narcissistic individual, who feels shame about himself, also envies, and the basis of this feeling is the thought that others do not have deficiencies in themselves and that they are better and sufficient than themselves (Bora, 2019). In other words, envy arises because the presence of someone more competent than himself reinforces the inadequacy of the narcissist individual. Since individuals with narcissistic personality organizations become extremely sensitive to rejection and inhibition because of all their underlying negative emotions, the intense depression and anger they feel when these situations occur are the emotions that occupy a significant place in their lives (Bora, 2019).

When the individual begins to know the world, he begins to experience conflicts and emotions that he cannot cope with the conflict. The psychological reactions the individual develops unconsciously to cope with the anxiety caused by this situation are called defense mechanisms (Aracı, 2019). Thus, narcissism is also

associated with defense mechanisms such as denial, devaluation, idealization, and division. Denial can be defined as ignoring reality because it causes discomfort and anxiety, not seeing that reality and denying it (Akyüz, 2018). In narcissism, the person denies the weak, flawed, inferior parts of himself and feels worthlessness because he is ashamed of these situations and does not want anyone to be understood. The basis of the devaluation defense mechanism is based on the first years of life, just like the development of narcissism, according to object relations and self-theorists (Karakuş, 2017). At first, the baby splits the object and the self against the object into good and bad. Thanks to this splitting, the "good object" and the "good self" are prevented from being corrupted by the bad ones, but this splitting should close over time, and the baby should perceive every part of the object and himself holistically (Karakuş, 2017). In narcissistic personality structures, however, it is seen that this splitting does not close. The person keeps the good things inside himself and reflects the bad ones outside (Bora, 2019).

As a result, the person envies the object that represents his/her flaws and devalues and degrades the object to protect self-worth. In idealization, another defense mechanism seen in narcissistic personality structuring, the person overvalues an object to eliminate the shame he feels for his inadequacy (Karoova, 2020). In the devaluation mechanism, the person experiences exaggerated feelings of superiority within himself, while in idealization, these feelings are reflected outside. By denying all the negativities of the object he idealized and perceiving it as perfect, he has the perception that he created his perfection (İnce, 2020). Idealization is also associated with perfectionism because there is no tolerance for inadequacy. The splitting, which also constitutes the building block of devaluation, is a primitive defense mechanism (Tankut, 2020). The baby, who has not yet developed object permanence, cannot attribute ambivalence to the object in cases where he experiences uncertainty and divides the object into "good" and "bad" (Bora, 2019). The object that is split in the first months of life is the mother, and when the baby feels complete, the "good mother" comes into play, and when the baby feels inhibited and hungry, the "bad mother" comes into play (Karakuş, 2017). When the splitting continues in the following years, the opposite emotions and

behaviors in the individual and the images of the person about himself are constantly replaced (Karakuş, 2017). When the individual becomes an adult, he idealizes or completely devalues the other people around him (Karakuş, 2017).

The emphasis on object relations of theories explaining narcissism has revealed the importance of examining narcissistic personality organization from this perspective. The basis of object relations is the infant's relationship with the mother. The baby begins to connect with the world through his mother, and this relationship shapes the baby's self (Elibol & Sevi Tok, 2019). The approach of parents, especially the mother, to the child is closely related to what kind of personality pattern the child will develop in the future because the first objects of the baby are his mother and father. In this period, if the parent rushes to the child's every need, if the child does not experience any difficulties and is constantly praised, his self-esteem does not develop, he worries about whether he deserves this attention and praise, or he may see other people as tools that should meet his needs.

Conversely, in an unhealthy parent-child relationship, the parent may neglect the child emotionally. The personality and feelings of the child are ignored, and the love given to him is proportional to how successful he is. In such a family model, the parent chooses one of the children as a narcissistic extension, establishes a seemingly good relationship with him, and evaluates one of the children as a disappointment and marginalizes him. In this case, the child chosen as the narcissistic extension should be beautiful, intelligent, and successful and contribute to realizing the parent's goals. The child is constantly subject to evaluation. The important thing here is not the child's self, well-being, and happiness but an object that will satisfy the parents. The parent learns this approach from their parents, so there is an intergenerational transmission in narcissism. The mother, who establishes a relationship with her mother similar to the emotional relationship she has with her child, lives with her child whenever she breaks emotionally with her mother. As a result of the parent's conditional, superficial emotional bond, the child may develop an avoidant attachment style and become afraid of intimacy and rejection in later life (Elibol & Sevi Tok, 2019). The child, who cannot meet his



emotional needs from his parents, tries to keep his distance, thinking that other people will approach him in the same way when he becomes an adult. Therefore, there is no experience of deep attachment, and he establishes his relationships to be approved, supported, and fed.

When looking at narcissism in general, it is seen that it begins to take shape in the first years of the individual's life. The parent's role in shaping the individual's personality is crucial in every respect, and especially the role of the mother comes to the fore in narcissistic personality structuring. An individual develops a healthy narcissism when the parent approaches the child in an empathetic and balanced way; When this balance is disturbed, his feelings are not understood, and his needs are left unanswered, personality development progresses along a pathological line. As a result, narcissism is an essential part of the individual's self-development and is very influential in shaping the individual's perceptions of the world and himself in adult life.

Although narcissism has long been researched as an abnormal personality disorder, less extreme similar tendencies can also be considered a typical trait rather than a pathological disease with some characteristics like ideals of dominance, feelings of entitlement, exploitation, and a grandiose view of self (Vernon, Villani, Vickers, & Harris, 2007). The fact that narcissism has begun to be classified as pathological and usual has raised the question of how narcissism should be handled in social and business life (Campbell, 2001, p. 214). Studies on the subject reveal that the characteristics of narcissism are effective in many issues, such as people's performance in business life, motivation, and attitude toward feedback (Atay, 2009, p. 185). Narcissism has been an essential topic for Industrial and Organizational Psychology because it is a core trait for understanding leadership and some workplace behaviors like CWB. There are numerous research and studies on narcissism, and there is clarity about some of its characteristics. Narcissism is an essential concept in the study of industrial and organizational psychology since it helps us understand leadership and specific behaviors at work, including the CWB.

### **1.3. Psychological Entitlement**

In several disciplines, the idea of psychological entitlement has been investigated. Clinical and social psychology sectors have similar but distinct concepts. According to the psychoanalytic perspective, the term "rights which one feels justified in bestowing upon oneself" can describe a sense of entitlement (Meyer, 1991). Although in a different context than other psychoanalysts, Freud first discussed it. Freud concluded that some people do not want to suffer during therapy based on his observations made during sessions. They explain this by claiming that because their life was more difficult than others, they were entitled to special treatment from the therapist (Freud, 1916 apud Bishop & Lane, 2002).

Psychological entitlement refers to self-perception and high expectations that do not match a person's real potential (Ünsal Akbıyık, 2018). The person thinks he is different and unique from others and therefore considers himself more privileged (Ünsal Akbıyık, 2018). These people's perceptions emerge through self-evaluation, and they make this assessment by comparing themselves with others (Ünsal Akbıyık, 2018). During this comparison, individuals tend to favour and evaluate themselves more positively. However, some people consider themselves too perfect and privileged, and this evaluation may cause disharmony in their social life (Ünsal Akbıyık, 2018). Since these people consider themselves more privileged, they expect others to treat them this way (Witten, 2019). Feeling privileged over others is not a perception specific to a particular group but a phenomenon that manifests itself in many areas of social life that have long been discussed (Campbell et al., 2004). It is thought that even the source of the movements that have emerged about the rights people have from history to the present is the psychological entitlement perceived by the people who started these movements (Campbell et al., 2004). A person with a high level of psychological entitlement will expect privileged behavior regardless of the situation and conditions (Yılmaz et al., 2021). A high level of psychological entitlement is behaviorally associated with anti-social behaviors such as competition, selfishness, aggression, ruthlessness, and incompatibility (Ünsal Akbıyık, 2019; Witten, 2019).

In the organizational context, these behaviors manifest themselves as counterproductive behaviors. Establishing some conceptual distinctions, particularly between entitlement and deservingness, is critical. Causation and controllability are discussed by Tomlinson (2012). While entitlement refers to the expectation of rewards based on social or legal context (such as one's expectation of having a workplace is based on the idea that everyone deserves to work), deservingness refers to an individual's expectation of a good or bad result based on his or her performances (ex.: good grades or good salary based on high performance at school or at the workplace). As a result, entitlement is based on the external frame that is currently in place, while deservingness depends on an individual's internal capabilities. Particularly in the field of organisations, this distinction is clear and significant.

Problems with entitlement in the workplace include expectations of praise for poor performance, intolerance of scathing criticism, and expectations of rewards even when bordering on failure. (Harvey, Desborough, 2015). In the organisational sense, psychological entitlement means waiting in return for being attached only to that organisation, regardless of the person's abilities (Yilmazer et al., 2021). Entitlement at work manifests as excessively high expectations for pay, benefits, recognition, employment flexibility, career goals, and responsibilities, but little willingness to put in the necessary time, effort, and energy. (Harvey and Harris, 2010). In this context, there is a constant expectation of reward, and individuals tend to remember positive events to increase their values and maintain their positive self-perceptions about themselves (Szalkowska et al., 2015). If these people see behaviors that do not meet their expectations from the people around them, they feel very uncomfortable about this situation (Szalkowska et al., 2015). These people expect qualitative and quantitative gains from the organisation, which do not match their contributions to their organisation (Klimchak, 2016). These expectations cause them not to be happy and disappointed with any gain they have achieved at work (Klimchak, 2016). In these respects, psychological entitlement causes the person to

experience uneasiness in the workplace and may cause a decrease in the satisfaction they feel from their job. (Rahaei & Salehzadeh, 2020).

Psychological entitlement is generally associated with narcissism in the literature. Psychological entitlement is so related to narcissism that it can be considered a sub-dimension of narcissism for a while. Still, some studies reveal that narcissism is connected to the "self". Psychological entitlement is connected to the "self about others", and these two concepts are related but different from each other (Yılmaz, Karagöz, Uzunbacak, & Akçakanat, 2021). A study comparing psychological entitlement and narcissism in terms of the individual's need for positive relationships with others (sociotropy) and personal independence (autonomy) suggests that although these two concepts have an egocentric orientation, they may have different patterns when it comes to interpersonal relationships (Rose & Anastasio, 2014). As a result of this study, psychological entitlement shows a positive relationship with both autonomy and sociotropy; that is, people with psychological entitlement want to be accepted by others, to be close to them, and be independent of them (Rose & Anastasio, 2016). It has been seen that narcissism develops a negative relationship with concepts with an egocentric orientation. They may have different patterns when it comes to interpersonal relationships (Rose & Anastasio, 2014). As a result of this study, psychological entitlement shows a positive relationship with both autonomy and sociotropy; that is, people with psychological entitlement want to be accepted by others, to be close to them, and be independent of them (Rose & Anastasio, 2016). It has been seen that narcissism develops a negative relationship with the concepts of sociotropy and autonomy; that is, individuals with high levels of narcissism do not care about pleasing others, but they do not care about their autonomy as well, and they are only interested in social support that serves their own needs (Rose & Anastasio, 2016). People who feel psychological entitlement feel high self-esteem, just as in the grandiose nature of narcissism. Therefore, it is thought that there is a positive relationship between incredibly grandiose narcissism and psychological entitlement (Stronge, Cicocka, & Sibley, 2016). Although some studies suggest that a similar

positive relationship can be seen in vulnerable narcissism due to grandiose fantasies, there is no consensus on this issue (Stronge et al., 2016). In a study investigating the relationship between self-confidence and psychological entitlement, a positive relationship was found between high narcissistic self-confidence due to grandiose narcissism and psychological entitlement (Stronge et al., 2016). In the same study, low self-confidence, which is thought to represent vulnerable narcissism, was also found to correlate positively with psychological entitlement (Stronge et al., 2016).

Equity theory is a theoretical framework used by entitlement research in management. Equity theory suggests that people favour reward sites based on equity rules (Blakely et al., 2005). The term "entitled" is applied to people who are too sensitive to underpayment inequities. These entitled people think they are deprived and receive less money than they should. Because of this assumption, people are less satisfied at work, leading to a decline in positive organizational behaviors and an increase in negative things (Byrne et al., 2010; Huseman et al., 1987). The concept of comparative self-evaluation is used in equity theory. According to the social comparison hypothesis, people assess who they are and then compare who they are to people like them to learn more about themselves. (Festinger, 1957). According to equity theory, results are seen as fair when the ratio of outputs to inputs is the same among persons (Adams, 1963, 1965). Dissonance, on the other hand, manifests as anxiety and discomfort when the ratios of input to output for different people are not proportionate, which inspires people to make equity once again. Equity theory is used by Byrne et al. (2010) to make the case that employees make comparisons between themselves and their coworkers, and the degree to which these comparisons are favourable determines how satisfied they are with their jobs.

The role of perceptual biases in the emergence and maintenance of psychological entitlement has also been investigated using attribution theory. According to Harvey and Martinko (2009), self-serving attributional biases maintain exaggerated self-perceptions. Since these self-perceptions support the

inflated expectations linked to entitlement, managing these expectations may require managerial strategies to correct these skewed attributions. The relationship between psychological entitlement and higher levels of conflict with supervisors and lower job satisfaction was examined by Harvey and Martinko (2009). According to their argument, defective attributional processes are a condition of the adverse effects of psychological entitlement. Employees with a high sense of entitlement often base their demands on being a team member rather than on actual effort. Harvey and Harris' study (2010), "Two Behavioral Outcomes of Entitlement," investigated political behavior, workplace abuse, and the mediating effect of frustration with one's job. They also investigated how the relationship between psychological entitlement and frustration is affected by supervisor communication. According to a study of 223 workers, frustration wholly or partially mediated the relationships between entitlement, political behavior, and co-worker abuse. Entitlement was also positively associated with both relationships.

Additionally, the findings suggested that while relatively high levels of supervisor communication decreased job frustration for employees who felt less entitled to their jobs, they increased it for those who felt more entitled. So, the results of this study show that psychological entitlement can endanger the well-being of co-workers by increasing the frequency of abusive behaviors. In addition, effective communication of supervisors shows that it is not adequate for highly entitled employees. Additionally, considering the cognitive parts of psychological entitlement and deciding on managerial solutions can benefit from understanding the emotional components of psychological entitlement. Frustrations at work have been demonstrated to have specific entitlement-related behavioral effects.

Additionally, other emotional processes might work effectively. For instance, there is some proof that *schadenfreude*, a happy emotional state brought on by another person's bad luck, encourages unfavourable workplace behavior. (Feather & Sherman, 2002). According to social comparison theory, it is possible to propose that psychologically competent professionals are more vulnerable to this emotional state since it aids in developing their sense of self in relation to others.

(Festinger, 1954). This may affect the efficiency of psychologically entitled workers in team and group contexts when the tendency toward *schadenfreude*.

#### **1.4. The Relationship Between Narcissism Psychological Entitlement and Counterproductive Work Behavior**

Industrial and organizational psychology has long been interested in examining the connection between personality traits and professional behaviors (Gruys & Sackett, 2003). Organizations can structure their hiring processes based on desired work behaviors by being aware of this relationship. Work behaviors are employees' actions and words at work (Hiriyappa, 2008). These actions significantly impact organizations because they may be advantageous or detrimental to them. Recently, the undesirable and harmful aspects of work behavior have captured the attention of both researchers and practitioners in the field. Some of the personality traits associated with behaviors in work life in the literature are narcissism and psychological privilege. Some studies show that these personality traits are associated with CWB.

Several studies have shown the connection between narcissism and CWB in the literature. Negative interpersonal relationships that develop due to narcissism are expected to manifest themselves in the workplace and violate institutional norms and behaviors that threaten the welfare of individuals or institutions (Grijalva & Newman, 2014). In studies examining the effects of narcissism on CWB behaviors, it has been suggested that individuals with narcissistic personality traits tend to exhibit anger and aggression when their higher self-perceptions are threatened (Grijalva & Newman, 2014). Since individuals with high narcissistic personality traits are more closed to criticism, they find the outside world more threatening than individuals with common narcissistic personality traits. Their anger against this threat may increase their probability of showing CWB (Cohen, 2016). In addition, these people tend to seize opportunities to inflate their self-images. Their efforts to prove their superiority by manipulating and overshadowing others increase their probability of participating in CWB. They may be unaware

that their behavior is CWB because they feel special (Cohen, 2016). In personality/social psychology, research has focused on whether narcissism predicts aggression (e.g., Bushman, Bonacci, van Dijk, & Baumeister, 2003). In a study investigating how the narcissistic characteristics of individuals affect their behaviors when faced with any ego threat at work, the hypotheses that these individuals experience negative emotions such as anger, disappointment, and hostility and that these emotions will lead to aggression were tested (Penney & Spector, 2002). As a result of the study, it was revealed that individuals with higher levels of narcissism felt more anger and engaged in CWB behavior than individuals with lower levels of narcissism. Negative emotional arousal supported these behaviors (Penney & Spector, 2002). Penney and Spector (2002) claim that narcissists are likelier to engage in CWBs because they feel more anger from their threatened sensitive high self-esteem. Michel and Bowling (2013) also explained two reasons why narcissists are more likely to engage in CWBs. They first believe they are essential, which allows them to alter or flout the rules to accomplish their goals. In other words, they assert their right to the privileges they believe they merit.

Second, impulsivity is strongly correlated with CWBs in narcissists. Most frequently, CWBs exhibit impulsivity, one of the main traits of narcissism. However, it is essential to note that Grijalva and Newman's (2015) meta-analysis suggested that culture serves as a moderator in the narcissism-CWB relationship, making that relationship stronger in low collectivistic countries as opposed to highly collectivistic ones. Penney and Spector (2002) found that narcissism was positively related to deviant or counterproductive work behaviors. Some studies explain why narcissism and workplace deviance are linked; Morf and Rhodewalt, (2001) stated in their study that narcissists are highly motivated to belittle others. On the other hand, Stucke and Sporer, 2002, narcissists are expected to be more prone to behaviors that are harmful to the organization they work for because it is known that narcissists show a more aggressive attitude toward the threat related to their selves.



According to Bushman and Baumeister (1998), narcissists are more likely to behave aggressively because they are overly vigilant about potential threats. Narcissists are more likely to perceive their workplace as dangerous and damaging, which makes them more likely to act aggressively and exhibit other maladaptive behaviors. Soyer et al. (1999) discovered that narcissists were more at ease with ethically dubious selling behaviors, indicating that narcissists were less dedicated to organizational compliance rules. Both a perceptual and behavioral process may link narcissism to deviance: narcissists may be predisposed to seeing threats in the workplace. They may be more likely to react aggressively to these perceived threats. Another study suggested that one of the factors in associating narcissistic personality traits with the CWB was that this personality organization was related to impulsivity and that CWBs also contained impulsive behaviors. Therefore, there was expected to be a positive relationship between narcissism and CWB (Michel & Bowling, 2013). As a result of this study, it was determined that there is a positive relationship between narcissism and CWB in parallel with the others (Michel & Bowling, 2013).

Aghaz, Atashgah, and Zoghipour(2014), in their study of narcissism and counterproductive work behavior in Iranian managers and non-managers, the results showed that; They found that the overt narcissism score for Iranian managers was higher than for non-managerial employees. According to Jorstad (1996), narcissism among managers can breed organization-wide narcissism. A narcissistic organization blames external factors for any problem and can distort reality. Moreover, it is the attribution of the behavior of managers and employees to the cultural characteristics of a country. For example, narcissistic behaviors among managers in this research can be attributed to high power distance and low disagreement tolerance with managers in the Iranian context. It can be said that there may be a relationship between the cultural characteristics and behaviors of managers. Also, the findings showed that most Iranian managers exhibit overt and covert narcissistic behaviors, with covert narcissism being a stronger predictor of interpersonal and organizational CWBs than overt narcissism. The findings also

showed that managerial position does not appear to have a direct impact on CWBs, but rather an indirect impact via covert narcissism.

Narcissistic people are overly sensitive to feedback from their co-workers or managers. (Morf & Rhodewalt, 2001). Because narcissists can be fragile and unstable when their self-esteem is threatened. (Rhodewalt, Madrain, & Cheney, 1998). Also, If a narcissist's ego is threatened, the person may become hostile and aggressive (Miller, Widiger, & Campbell, 2010). It can be assumed that narcissists' self-esteem is mainly affected by negative feedback and their response to negative feedback is negative. So, it manifests in more extreme emotional, cognitive, and behavioral responses. (Robins & Beer, 2001). Also, narcissists' reactions depend on threats to the ego; The more significant the threat to the ego, the more extreme narcissists, react (Bushman & Baumeister, 1998).

The role of narcissism in exacerbating the relationship between stressors and counterproductive work behavior by Meurs, Fox, Kessler, and Spector (2013) examined how those with high narcissism respond to workplace stress factors (interpersonal conflict and organizational constraints) in terms of counterproductive work behaviors. Such employees displayed more counterproductive work behavior toward individuals and organizations than those with low narcissism. In addition, the interaction of narcissism with stressors at the dimension level was examined, and it was found that the grandiose exhibitionism dimension reduced the relationship of stressors with CWB. They value themselves incredibly highly and love themselves more than the average person. They take pleasure in being the center of attention and receiving praise from others (Rhodewalt & Peterson, 2009), which helps them maintain their high self-perception. An individual with narcissistic tendencies may become hostile and aggressive if their ego is threatened (Miller, Widiger, & Campbell, 2010).

The prevalent perception of narcissism is that, like other personality qualities, it is fixed and essentially enduring but subject to considerable influence from context and experiences (Campbell et al., 2002; Cramer, 1998). The self-

evaluation maintenance model partially explains these context effects and why narcissists maintain and exhibit attitudes and actions. If people "behave in a way that maintains or increases self-evaluation" and "Relationships with others have a considerable impact on self-evaluation," the SEMM is a social-cognitive model (Tesser, 1988). Furthermore, they develop and maintain a positive environment for self-evaluation. According to SEMM, a process known as projection can lead to an increase or reduction in self-evaluations. This process of introspection explains why narcissists hold onto and exhibit attitudes and actions. For instance, it is well known that narcissists attempt to emulate successful and influential people to connect with them (Kernberg, 1979; Rosenthal & Pittinsky, 2006). The reflection process helps to explain this behavior and its results partially. Establishing connections with people with admirable traits and accomplishments might help someone improve their self-evaluation throughout the reflection process since they can benefit from or reflect on their close friends' success (Cialdini et al., 1976; Schmitt et al., 2000).

It has been supported by many previous studies that the narcissistic personality is more prone to aggression. If narcissists' ego is threatened, they can become hostile and aggressive (Miller, Widiger, & Campbell, 2010). Burton and Hoobler's (2011) study will explain how aggression is reflected in the workplace and what factors are associated with it. A person might have an abusive supervisor and conclude that the situation was unfair. However, if the individual has a low level of narcissism, they might not react strongly to feelings of injustice.

On the other hand, perceptions of injustice in a person with high narcissism may be strongly linked to a request to defend themselves and their social identity through workplace aggression. An employee's subjective evaluation of their supervisor's behavior toward them is meant by the term "abusive supervisor." A supervisor belittling, undermining, or invading a subordinate's privacy are some examples of abusive control. This study looked at the relationship between aggressive behavior in subordinates and personality traits, including abusive control and negative leadership. It has been demonstrated that the relationship between abusive control perceptions and subsequent employee aggression can be mediated

by interactional justice. Researchers also demonstrate that narcissism interacts with beliefs about interactional justice to predict aggression at work. It was found that people with high levels of narcissism are more likely to react violently when they perceive their leader's behavior to be abusive (Burton, Hoobler, 2011).

Studies investigating the relationship between psychological entitlement and counterproductive work behaviors in the literature show a positive relationship between these two concepts. The main reason for this relationship is the expectations of individuals from the organization. It was mentioned that individuals with a high level of psychological entitlement have expectations that are not parallel to the quantity and quality of their contributions to their workplace. Failure to meet the expectations of these people causes aggression, and their behavior toward their colleagues and workplaces is negatively affected (Ünsal Akbıyık, 2018). Because according to them, it is a situation that should be treated with privilege, and if they are not treated in such a way, they perceive that the psychological contract is violated (Ünsal Akbıyık, 2018). This situation forms the basis of the motivations of individuals with a high level of psychological entitlement and counterproductive work behaviors (Ünsal Akbıyık, 2018).

## **CHAPTER 2: METHODS**

### **2.1.Participants**

Volunteer participants were tried to be reached through social media to complete the scales. A total of 172 people completed the questionnaires, but 17 participants were excluded for various reasons. Hypotheses were tested with the data obtained from 154 participants; 48.7% of the participants were female, and 51.3% were male. Participants were in the age range of 23-55 years, and 50% were in the age range of 26-30 years. All participants were full-time white-collar workers, and their sectors were industry, education, law, health, trade, informatics, and finance. The participants' education levels were associate degree, undergraduate, graduate, and doctorate. The work experience of the participants ranged from 1 year to 27 years, with most of them in the early stages of their careers.

### **2.2.Instruments**

In this study, a total of four questionnaires: Counter-Productive Work Behaviors Scale (Appendix 6), Psychological Entitlement Scale (Appendix 5), Narcissistic Personality Inventory (Appendix 7), and demographic information form (Appendix 3) were sent to the participants via Google Forms.

#### **2.2.1. Psychological Entitlement Scale**

The scale used to measure the psychological entitlement levels of the participants was developed by Campbell et al. (2004) and translated into Turkish by Akin et al. (2011). The scale is a 6-point Likert type (1= Strongly disagree; 6= Strongly agree) scale consisting of 9 items. Item 5 of the scale was reverse-scored, and high scores indicate a high level of psychological entitlement. The validity and reliability study of the scale was also done by Akin et al. (2011), and it was seen that the item's factor loads ranged between .67 and .79. In addition, the Cronbach  $\alpha$

reliability coefficient of internal consistency was found to be .88 in reliability analyzes. Item-test correlations on the scale ranged from .57 to .71 (Akin et al., 2011).

### **2.2.2. Narcissistic Personality Inventory**

The scale used to measure the narcissism levels of the participants was first developed by Raskin and Tery as 40 items and was reduced to 16 items by Ames, Rose and Anderson (Güngör & Selçuk, 2015). The scale, which was previously adapted into Turkish by Atay with a 16-item version, was adapted by Güngör and Selçuk (2015), and some changes were made to Atay's adaptation. The scale consists of 16 items in its final form, and the participants are asked to choose the most appropriate behavior from the two options. One of the options expresses a situation involving narcissism tendency, and the narcissism tendency levels of the participants were calculated according to the rate of marking these options. As a result of the validity and reliability study of the scale, the Cronbach  $\alpha$  reliability coefficient was found to be .74 (Güngör & Selçuk, 2015).

### **2.2.3. Counterproductive Work Behaviors Scale**

The scale used to measure the counterproductive work behaviors of the participants was developed by Spector et al. (2010) and translated into Turkish by Öcel (2010). The scale is a 6-point Likert type (1=Never; 6=Everyday) scale consisting of 16 items. Öcel also conducted the validity and reliability study of the scale. The Cronbach  $\alpha$  coefficient was found to be .97, the test-retest reliability coefficient was .92, and the calculated two-half reliability coefficient was .95 (2010). The counterproductive work behavior scale has two dimensions. Tüfekçi conducted the factor analysis of the scale used in this study in 2010. According to the factor analysis results, it consists of two dimensions in total. Depending on these results, the first factor consisting of 5, 6, 8 and 15 items will be considered “abuse”, and the second factor consisting of 3, 10, 13 and 14 items will be considered the

“withdrawal” dimension. As a result of the analysis, since it was determined that the expressions under the third factor did not form meaningful integrity, it was deemed appropriate not to be used in the analysis.

#### **2.2.4. Demographic Information Form**

The demographic information form was prepared by the researcher and includes questions about the participant's gender, age, industry, education level and how many years of work experience they have. These questions were presented to the participants before the other scales.

#### **2.3.Procedure**

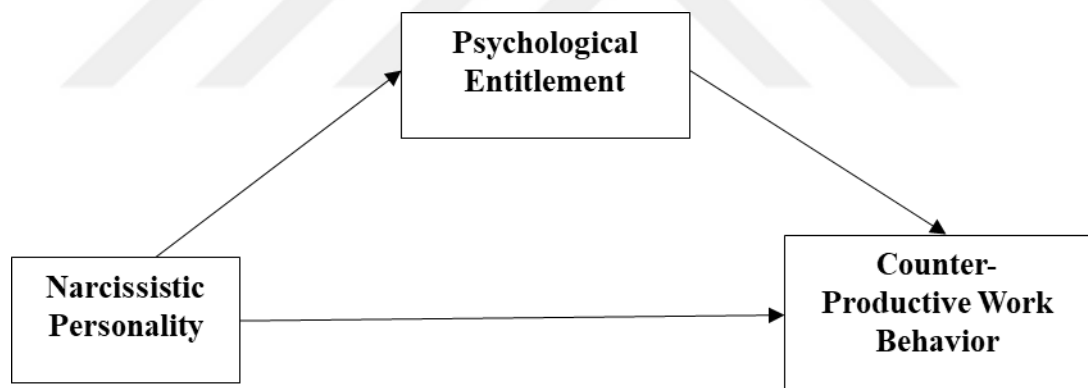
The study took place with the participants answering the scales online, and the questions were sent to the participants via Google Forms. Social media tools, especially Instagram, were used to reach the participants. The participants answered the survey anonymously, and no personal information was received in the surveys that could reveal the identity of the participants. The criteria for participants to be included in the study were white-collar and full-time employees and participants who did not meet these criteria were not included in the data analysis. Participants were asked whether they volunteered to participate by explaining the purpose of the study with the Informed Consent provided before proceeding to the questions. After the Informed Consent, the demographic information form, the Psychological Entitlement Scale, the Counter-Productive Work Behavior Scale and the Narcissistic Personality Inventory were presented in order. The data obtained from the scales were analyzed by transferring them from the sheet created by Google Forms to the SPSS program.

#### **2.4.Data Analysis**

In this study, the SPSS program was used to analyze the data, and the Process plugin was used to complete the regression analysis. In this plugin, which

enables to performance of mediating analyses more effectively through SPSS, the models used in the analysis change depending on how many mediating variables are and how the variables are related. In this study, psychological entitlement, a mediating variable that is thought to have an effect on the relationship between narcissistic personality, the independent variable, and counterproductive work behaviors, the dependent variable, was added. Model 4 was used to analyze this relationship. Accordingly, the effect of psychological entitlement on narcissistic personality and counterproductive work behaviors and the effect of narcissistic personality variable on counterproductive work behaviors, and whether it affects the relationship between dependent and independent variables were examined.

As the model (Figure 2.1.) shows, this research tests the hypothesis that psychological entitlement has a mediating effect on the relationship between narcissistic personality and counter-productive work behavior.



**Figure 2.1. Research Model**



## CHAPTER 3: RESULTS

### RESULTS

This study analyzed the mediating role of psychological entitlement on the relationship between narcissistic personality and counterproductive work behaviors. In line with this aim, correlation and regression analysis were used. Furthermore, it was controlled whether there is a relationship between variables and participants' demographic features.

#### 3.1. Normality Testing

As a result of the Shapiro-Wilk normality test performed to check whether the scale scores of the participants were normally distributed, it was observed that the data were not normally distributed ( $p < 0.05$ ). Therefore, skewness, kurtosis values, histogram, and Q-Q plots were checked. The skewness and kurtosis values of narcissism and psychological entitlement scores are between -2 and +2, which is considered normal (Uysal & Kılıç, 2021). The skewness and kurtosis values of CWB are outside the -2 and +2 values. When the histogram graphs of the data were examined, a symmetrical structure was observed. The scale means and standard deviations ratio was less than 0.3 for psychological entitlement, 0.375 for CWB, and 0.602 for narcissism. Finally, when Q-Q Plot and Detrended Q-Q plots were examined, it was seen that they did not form a shape contrary to a normal distribution, and the data were analyzed with tests suitable for normal distribution.

#### 3.2. Demographic Variables

##### 3.2.1. Gender

The total of 154 participants included in the analysis was 75 (48.7%) male and 79 (51.3%) female. An Independent sample t-test was used to test whether there is a significant difference between the psychological entitlement scale, counterproductive work behavior scale, and narcissistic personality inventory

scores of male and female participants. As a result of the analysis, no statistically significant difference was found between the female ( $M=3.97$ ,  $SD=0.98$ ) and male ( $M=3.95$ ,  $SD=0.96$ ) groups for psychological entitlement ( $t(152)=0.115$ ,  $p=0.894$ ). A statistically significant difference was found between female ( $M=1.43$ ,  $SD=0.36$ ) and male ( $M=1.78$ ,  $SD=0.74$ ) participants in terms of counterproductive work behaviors ( $t(152)=-3.70$ ,  $p<0.001$ ). According to the results obtained, the frequency of male participants' counterproductive work behaviors is higher than that of females. When analyzed in terms of narcissistic personality traits, no significant difference was found between female ( $M=5.70$ ,  $SD=3.35$ ) and male ( $M=5.65$ ,  $SD=3.52$ ) groups ( $t(152)=0.100$ ,  $p=0.805$ ).

### **3.2.2. Education**

The distribution according to education showed that 3.2% of the participants had an associate degree, 67.5% undergraduate, 24% master's, and 5.2% doctoral education. ANOVA and Post Hoc tests were conducted to test whether there was a difference in the scale scores according to the educational status of the participants. As a result of the one-way ANOVA test, no statistically significant difference was found between the groups regarding psychological entitlement ( $F(3, 150) = 0.603$ ,  $p = 0.614$ ). There was no significant difference in the narcissism scores of the participants according to their educational status ( $F(3, 150) = 1.66$ ,  $p = 0.178$ ). However, a significant difference was found between the groups in counterproductive work behavior scores ( $F(3, 150) = 4.72$ ,  $p < 0.05$ ), and a Post Hoc analysis was performed to understand between which groups this difference was. According to the results of Tukey's HSD test conducted for multi-group comparison, the mean counterproductive work behaviors of the PhD group show a statistically significant difference from undergraduate ( $p = 0.02$ , 95% C.I. =  $[-1.33, -0.22]$ ) and graduate ( $p = 0.01$ , 95% C.I. =  $[-1.30, -0.12]$ ) groups. The average scores for counterproductive work behaviors of the participants who stated their educational status as a doctorate ( $M=2.32$ ) was higher than undergraduate ( $M=1.54$ ) and graduate ( $M=1.60$ ) education levels.

### **3.2.3. Experience**

The average work experience was  $X=7.05$  with the standard deviation of 6.49 years. Among these values, the minimum working experience is one year, and the maximum is 27 years. 60.4% of the participants have a working experience of fewer than five years, 15.6% have a working experience between 5-10 years, 11.7% have 10-15 years, 7.8% have 15-20 years, 1.9% of them have between 20-25 years and 2.6% of them have a working experience of more than 25 years. Correlation tests were performed to determine whether there was a relationship between the participants' work experiences and psychological entitlement, counterproductive work behaviors, and narcissistic personality scores. The Spearman correlation test was applied because the years of working experience of the participants did not show a normal distribution. The test results showed no significant relationship between the participants' work experience and psychological entitlement ( $r=0.114$ ,  $p=0.159$ ). It was determined that there was no statistically significant correlation between the counterproductive work behavior scores and the working experiences of the participants ( $r=0.31$ ,  $p=0.706$ ). No significant relationship was found between the participants' work experiences and narcissistic personality traits ( $r=0.50$ ,  $p=0.541$ ).

### **3.2.4. Sector**

Participants answered the open-ended question about their work sector, and the most common ones were grouped. As a result of this grouping, 19.5% of the participants work in a sector that includes the production of any product, 15.6% have professions in the field of education, 14.9% work in the health sector, and 9.7% have commercial activities. 6.5% in the fields of information and technology, 4.5% in the field of law, 3.9% in banking, 2.6% in finance, and the remaining 20.1% in "other" categories and there are a wide variety of sectors such as advertising, public relations, design, but the professions and sectors in this category were not evaluated in separate categories as they usually include one or two people. When the mean scale scores of the participants were compared within the scope of the

sector, no significant difference was found between them. The ANOVA test, which was used to compare the means, was  $F(9, 144) = 0.711$ ,  $p = 0.698$  for psychological entitlement,  $F(9, 144) = 1.361$ ,  $p = 0.211$  for counterproductive work behaviors, and  $F(9,144)$  for narcissistic personality traits.  $= 1.211$ ,  $p = 0.292$ .

### 3.3. Correlation Analysis

A correlation test was performed to understand whether the variables acted together (Table 3.1.). Correlation results showed a positive correlation between psychological entitlement and CWB ( $r = .168$ ,  $p < .05$ ) and a positive correlation between narcissistic personality and psychological entitlement ( $r = .253$ ,  $p < .05$ ). The correlation was not significant between narcissistic personality and CWB ( $r = .054$ ,  $p > .05$ ).

**Table 3.1. Correlations between variables**

		<i>r</i>	<i>Sig.</i>
Psychological Entitlement	CWB	.168	.038
Narcissistic Personality	CWB	.054	.504
Narcissistic Personality	Psychological Entitlement	.253	.002

### 3.4. Model Testing

Table 3.2. shows the effects of independent variables on dependent variables. In Model 1, the effect of narcissistic personality on psychological entitlement was analyzed. Accordingly, the effect of narcissistic personality on psychological entitlement is positive ( $B = .0751$ ,  $p < .05$ ). Gender ( $B = -.0290$ ,  $p > .05$ ), working experience ( $B = -.0116$ ,  $p > .05$ ), age ( $B = .0268$ ,  $p > .05$ ), educational status ( $B = -.0752$ ,  $p > .05$ ) and the sector of employment ( $B = -.0177$ ,  $p > .05$ ) were not found to have an effect on psychological entitlement. In Model 2, the effects of

psychological entitlement and narcissistic personality on CWB were analyzed. Accordingly, the effect of psychological entitlement on CWB is positive ( $B = .1247$ ,  $p < .05$ ).

**Table 3.2. The effects of demographic information, narcissistic personality, and psychological entitlement CWB**

	Model 1: Psychological Entitlement			Model 2: CWB			Model 3: CWB		
	<i>B</i>	<i>SE</i>	<i>P</i>	<i>B</i>	<i>SE</i>	<i>P</i>	<i>B</i>	<i>SE</i>	<i>P</i>
Constant	3.0991	.8182	.0002	.5391	.5016	.2832	.9255	.4879	.0598
Narcissistic Personality	.0751	.0227	.0012	-.0021	.0138	.8790	.0073	.0135	.5927
Gender	-.0290	.1579	.8547	.3864	.0924	.0000	.3827	.0942	.0001
Working Experience	-.0116	.0286	.6869	.0071	.0168	.6728	.0057	.0171	.7411
Age	.0268	.0277	.9672	-.0190	.0163	.2439	-.0157	.0171	.7411
Education	-.0752	.1208	.5347	.2138	.0708	.0030	.2044	.0720	.0052
Sector	-.0177	.0245	.4715	.0111	.0143	.4400	.0089	.0146	.5457
Psychological Entitlement				.1247	.0483	.0108			
F		2,28			4,87			4,40	
P		<.05			<.05			<.05	
R2		.0853			.1893			.1523	

The effect of gender ( $B = .3864$ ,  $p < .05$ ) and educational status ( $B = .2138$ ,  $p < .05$ ) on CWB was positive. The sector of employment ( $B = .0111$ ,  $p > .05$ ), age ( $B = -.0190$ ,  $p > .05$ ) and working experience ( $B = .0071$ ,  $p > .05$ ) was not found to have an effect on CWB. Model 3 looks at the effect of narcissistic personality on CWB. Accordingly, narcissistic personality has no effect on CWB ( $B = .0073$ ,  $p > .05$ ).

Table 3.3. shows the regression analysis related to the mediation effect of psychological entitlement on the relationship between narcissistic personality and CWB. Accordingly, when psychological entitlement is added as a mediating variable, it can be said that there is a significant change in the effect of narcissistic personality on CWB ( $y = .0094$ ,  $SE = .0044$ , 95%  $CI$  0.0023, 0.195).

**Table 3.3. Total, direct and indirect effects of narcissistic personality on the CWB**

			<i>Unstad.</i>	<i>SE</i>	<i>LLCI</i>	<i>ULCI</i>
Total Effect			.0073	.0135	-.0195	.0340
Direct Effect			-.0021	.0138	-.0293	.0251
Indirect Effect						
Independent	Mediating	Dependent	<i>Unstad.</i>	<i>SE</i>	<i>LLCI</i>	<i>ULCI</i>
Narcissistic Personality	Psychological Entitlement	CWB	.0094	.0044	.0023	.0195

Table 3.4. shows the effects of independent variables on the dependent variable in terms of misuse, which is one of the sub-dimensions of CWB, the dependent variable. In Model 1, the effect of narcissistic personality on psychological entitlement was analyzed. Accordingly, the effect of narcissistic personality on psychological entitlement was positive ( $B = .0718$ ,  $p < .05$ ). In Model 2, the effects of psychological entitlement and narcissistic personality on misuse were analyzed. Accordingly, the effect of psychological entitlement has no effect on misuse ( $B = .0879$ ,  $p > .05$ ). Narcissistic personality has no effect on misuse ( $B = -.0096$ ,  $p > .05$ ). Model 3 looks at the effect of narcissistic personality on misuse. Accordingly, narcissistic personality does not affect misuse ( $B = -.0033$ ,  $p > .05$ ).

**Table 3.4. The effects of the narcissistic personality and psychological entitlement on the misuse sub-dimension of the CWB**

	Model 1: Psychological Entitlement			Model 2: Misuse			Model 3: Misuse		
	<i>B</i>	<i>SE</i>	<i>P</i>	<i>B</i>	<i>SE</i>	<i>P</i>	<i>B</i>	<i>SE</i>	<i>P</i>
Constant	3.5547	.1479	.0000	1.0134	.1934	.0000	1.3257	.0890	.0000
Narcissistic Personality	.0718	.0223	.0016	-.0096	.0138	.4853	-.0033	.0134	.8048
Psychological Entitlement				.0879	.0484	.0716			
F		10,35			1,67			36,50	
P		<.05			>.05			<.001	
R2		.0638			.0217			.2129	

Table 3.5. shows that when psychological entitlement is added as a mediating variable, it can be said that there is a significant change in the effect of psychological entitlement on misuse ( $y = .0063$   $SE = .0034$ , 95%  $CI$  0.0009, 0.0141).

**Table 3.5. Total, direct and indirect effects of the narcissistic personality and psychological entitlement on the misuse**

			<i>Unstad.</i>	<i>SE</i>	<i>LLCI</i>	<i>ULCI</i>
Total Effect			-.0033	.0134	-.0298	.2032
Direct Effect			-.0096	.0138	-.0368	.0176
Indirect Effect						
Independent	Mediating	Dependent	<i>Unstad.</i>	<i>SE</i>	<i>LLCI</i>	<i>ULCI</i>
Narcissistic Personality	Psychological Entitlement	Misuse	.0063	.0034	.0009	.0141

Table 3.6. shows the effects of independent variables on withdrawal, which is one of the sub-dimensions of CWB. In Model 1, the effect of narcissistic personality on psychological entitlement was analyzed. Accordingly, the effect of narcissistic personality on psychological entitlement was positive ( $B = .0718$ ,  $p < .05$ ). In Model 2, the effects of psychological entitlement and narcissistic personality on withdrawal were analyzed. Accordingly, the effect of psychological entitlement does not affect withdrawal ( $B = .0638$ ,  $p > .05$ ). Narcissistic personality does not affect withdrawal ( $B = .0198$ ,  $p > .05$ ). Model 3 looks at the effect of narcissistic personality on withdrawal. Accordingly, narcissistic personality does not affect withdrawal ( $B = .0244$ ,  $p > .05$ ).

**Table 3.6. The effects of the narcissistic personality and psychological entitlement on the withdrawal sub-dimension of the CWB**

	Model 1: Psychological Entitlement			Model 2: Withdrawal			Model 3: Withdrawal		
	<i>B</i>	<i>SE</i>	<i>P</i>	<i>B</i>	<i>SE</i>	<i>P</i>	<i>B</i>	<i>SE</i>	<i>P</i>
Constant	3.5547	.1479	.0000	1.3035	.2633	.0000	1.5303	.1202	.0000
Narcissistic Personality	.0718	.0223	.0016	.0198	.0187	.2923	.0244	.0181	.1806
Psychological Entitlement				.0638	.0659	.3345			
F		10,35			1,37			1,80	
P		<.05			>.05			>.05	
R2		.0638			.0179			.0118	

Table 3.7. shows that when psychological entitlement is added as a mediating variable, it can be said that there is not a significant change in the effect



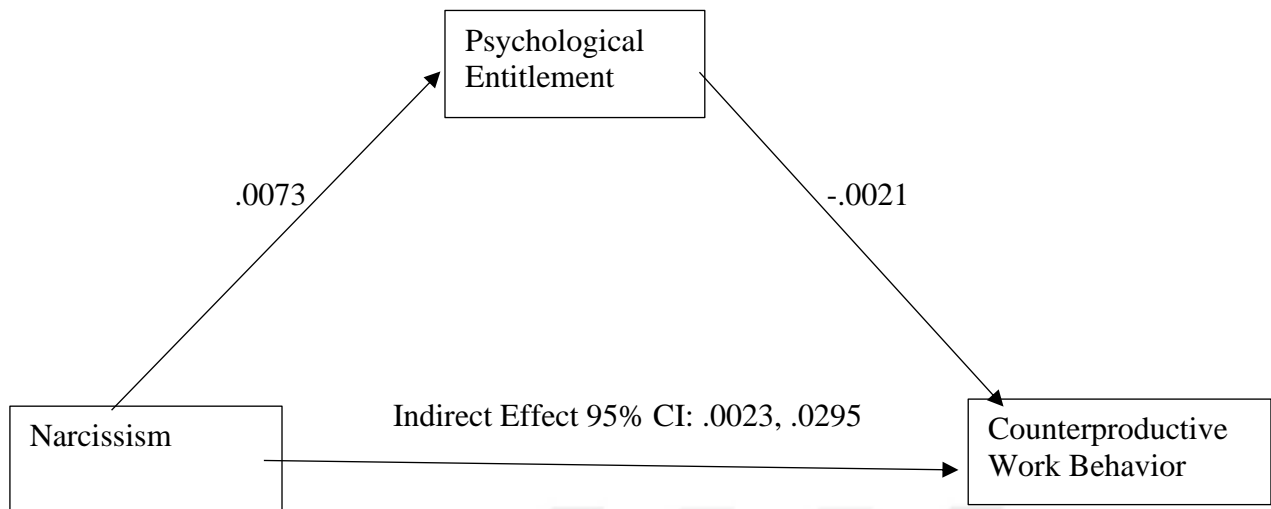
of psychological entitlement on withdrawal ( $y = .0046$   $SE = .0046$ , 95%  $CI$   $-0.0037$ ,  $0.0146$ ).

**Table 3.7. Total, direct and indirect effects of the narcissistic personality and psychological entitlement on the withdrawal**

			<i>Unstad.</i>	<i>SE</i>	<i>LLCI</i>	<i>ULCI</i>
Total Effect			.0244	.0181	-.0114	.0602
Direct Effect			.0198	.0187	-.0172	.0568
Indirect Effect						
Independent	Mediating	Dependent	<i>Unstad.</i>	<i>SE</i>	<i>LLCI</i>	<i>ULCI</i>
Narcissistic Personality	Psychological Entitlement	Withdrawal	.0046	.0046	-.0037	.0146

### 3.5. Summary of the Results

Regression analysis was performed to test the mediation effect of psychological entitlement in the relationship between narcissistic personality and CWB. The hypothesis that the effect of narcissism on the CWB would increase when psychological entitlement was mediating variable was tested through regression analyses, and the sub-dimensions of the CWB scale were also included in this analysis. The findings showed that psychological entitlement affects CWB while narcissism alone does not have an effect on CWB. However, there is an effect on CWB when psychological entitlement mediates narcissism, and the same effect is valid in the misuse sub-dimension of CWB but not in the withdrawal sub-dimension.



As a summary, we observed that narcissism does not have a statistically significant impact on counterproductive work behavior. However, psychological entitlement has a positive impact on counterproductive work behavior. Psychological entitlement increases the positive impact of narcissism on counterproductive work behavior and on misuse. But, psychological entitlement does not increase the positive impact of narcissism on withdrawal.

## CHAPTER 4: DISCUSSION

Narcissism and psychological entitlement, which follow a similar course in terms of behavioral characteristics, have been the concepts examined in the literature on counterproductive work behaviors. This study aimed to examine the mediating role of psychological entitlement in the effect of narcissism on counterproductive work behaviors. As a result of the study, when the psychological entitlement mediating role was added, it was expected that the level of narcissism that individuals felt and, therefore, their counterproductive work behaviors would increase. As a result of the study, it was determined that the mediating role of psychological entitlement caused a significant change in the mediating role between narcissism and counterproductive work behaviors.

A study on narcissism and gender roles found that men achieved higher scores than women, interpreted as men being more self-focused due to gender roles (Akgün & Uysal, 2019). However, the scores obtained from the narcissism scale in this study did not differ according to gender. If this situation is evaluated in terms of gender, it can be interpreted that being in the working life somewhat reduces the differences between roles. In a study investigating the narcissistic personality traits of teacher candidates, it was found that there was no significant difference between the sexes in the narcissistic personality inventory scores, similar to the current study (Özyer, 2015). In a study on narcissism in managers, it was determined that the narcissism levels of the participants did not differ significantly according to gender, and there was only a correlation between age and the exploitative dimension of narcissism (Çoban & İrmış, 2018). In the present study, it was determined that the age factor did not correlate with narcissism. In another study conducted with teachers, it was observed that narcissism was observed at similar levels in teachers of different age groups (Kahveci et al., 2018). These studies and the current study have shown that narcissistic personality traits do not differ according to age and gender, and the fact that these results have been obtained can be thought to show

that narcissism is not an acquired personality trait but a personality structuring that develops at an early age and is affected by various factors in childhood.

In the study, it was investigated whether the gender, age, work experience, and sectors of the participants affected the scores which were obtained on the psychological entitlement scale. This study found that the psychological entitlement levels of the participants did not differ significantly by gender. In the literature, there is no consensus on whether the level of psychological entitlement differs according to gender. However, it is suggested that in the working environment, women focus more on relationships than men (Keklik Okul, 2021). This study may show that women can focus more on these issues regarding business friendships and the work environment. According to a study by Rose and Anastasio (2021), psychological entitlement is positively related to sociotropy, which refers to interpersonal states such as the desire to be accepted by and close to others. If this situation is considered in the context that women focus more on relationships in the work environment, it would be expected that the level of psychological entitlement felt, especially in the work environment, would be higher for women. The study examined whether there was a correlation between age and the level of psychological entitlement. It was concluded that the level of psychological entitlement did not change with age. In a study investigating the course of psychological entitlement throughout the lifespan, it was suggested that the costs of psychological entitlement, such as emerging adulthood and entitlement that differ in later life and harm social relations, are less critical in emerging adulthood (Stronge & Sibley, 2021). As a result of the study, it was observed that the gap between the highest level of psychological entitlement and the lowest level of the participants in emerging adulthood (up to 25 years old) was at the lowest level, and this gap increased as the age progressed (Stronge & Sibley, 2021). These results show that psychological entitlement does not increase or decrease with age but that individuals' attitudes differ and, therefore, cannot be said to be in complete contradiction with the present study. In this study, demographic features do not affect psychological entitlement, and there are no precise results about how people's

demographic features, such as age, gender, and experience, affect psychological entitlement. Therefore, it can be said that psychological entitlement is an issue that needs more studies. The current study examined whether counterproductive work behaviors differ according to gender, age, work experience, education level and sector. As a result, it was determined that there were differences in educational status and gender groups in terms of counterproductive work behaviors. However, it has been determined that counterproductive work behaviors do not differ in age, work experience, and sector. To investigate the role of personality traits on counterproductive work behaviors, a study was conducted with a fourth-year health sector student with internship experience (Sezici, 2015). As a result of the study, it was observed that the gender variable affected the frequency of exhibiting counterproductive work behaviors (Sezici, 2015). Accordingly, it has been found that men exhibit more withdrawal behavior, which is a sub-dimension of counterproductive work behaviors, than women (Sezici, 2015). However, in a study investigating the relationship between job burnout and counterproductive work behaviors in bank employees, no relationship was found between gender and counterproductive work behaviors (Lubbadeh, 2021). In the same study, age and educational status were found to have a significant relationship with CWB (Lubbadeh, 2021). In this study, it was thought people's CWB behaviors would decrease as work experience increased and age increased. However, the results obtained from the literature and the current study showed no such relationship. So, work experience increases, and people will not quit CWB, which is related to other personality traits such as narcissism or psychological entitlement.

In the current study, as a result of the regression analysis performed to analyze the effect of the independent variable on the mediating variable, it was seen that narcissism had a positive effect on psychological entitlement. In the literature, narcissism is seen as an interrelated concept of psychological entitlement because high levels of psychological entitlement involve an inflated sense of self and perception of privileged rights over others. A study concluded that narcissistic self-confidence is associated with a high level of psychological entitlement, and optimal

self-confidence is associated with a low level of psychological entitlement. (Stronge, Cichocka, & Sibley, 2016). The fact that the Narcissistic Personality Inventory, which initially consisted of 40 statements, had an authority sub-dimension consisting of six statements explains that these two concepts are highly related to each other because narcissism includes the expectation of being treated with a high level of entitlement (Candel & Turliuc, 2017). The effect of dark triad personality traits and psychological entitlement on the intention to leave was investigated by academics working at state universities in the Western Mediterranean region of Turkey (Yilmazer et al., 2021). As a result of the study, it was seen that there is a relationship between narcissism and psychological entitlement as well as the effect of dark triad personality traits on intention to leave, and it was determined that subclinical narcissism has a positive effect on psychological entitlement (Yilmazer et al., 2021). Psychological entitlement was also investigated in a study examining the role of various variables in the relationship between covert narcissism and amorality. As a result of the study, a positive relationship was found between narcissism and psychological entitlement (Matherne III et al., 2019). In a study examining the relationship between CWB and narcissism and the effect of psychological entitlement and hedonic well-being on this relationship, a positive correlation was found between narcissism and psychological entitlement (Żemojtel-Piotrowska et al., 2018). The findings obtained from this study shows psychological entitlement has not a mediating effect on the relationship between narcissistic personality and CWB. However, it was expected that psychological entitlement would increase the effect of narcissistic personality on CWB (Żemojtel-Piotrowska et al., 2018).

In the current study, one of the fundamental bases of the hypothesis that narcissistic personality has an impact on CWB is the expectation that people with narcissistic personality will respond aggressively to the conflict in the workplace and will show CWB. When the literature was examined, it was found that a study demonstrates that narcissistic people show more CWB in the face of interpersonal conflicts (Meurs et al., 2013). In this study, the moderator role of narcissism on the

relationship between organizational constraints and CWB revealed that narcissism moderates the relationship between variables (Meurs et al., 2013). Therefore, forming a hypothesis with the narcissistic personality and CWB as variables is meaningful. Another study showed that individuals with narcissistic personality traits are more likely to react aggressively when they perceive unfair behavior at work (Burton and Hoobler, 2011). However, in the current study, there was no statistically significant relationship between narcissism and CWB. A study in Turkey investigated the relationship between dark triad personality, which contains narcissistic personality and CWB (Cohen and Özsoy, 2021). Through the results of this study, it was revealed that there was not a significant relationship between narcissistic personality and CWB (Cohen and Özsoy, 2021). This result shows consistency with the current study. According to Cohen and Özsoy, the reason for these results is that Turkey has not an individualistic culture by attributing to another study which was carried out in another not individualistic country (2018). The study carried out by Ying and Cohen in Chinese culture, and this study also showed that there is not a statistically significant relationship between narcissism and CWB (as cited in Cohen and Özsoy, 2018).

In a study investigating the relationship between psychological entitlement and CWB and a few other variables, it was stated that individuals with higher levels of psychological entitlement felt less rewarded, had lower levels of job satisfaction, and in this case, showed more CWB than other people. Candel and Arnautu, (2021). In one study, it was revealed that there is a relationship between psychological entitlement and job satisfaction (Dragova- Koleva, 2018). These studies support one of the main arguments of the current study because, in the current study, a high level of psychological entitlement would lead to more CWB and narcissistic personality traits. It was hypothesized that it would mediate the relationship between CWB. These hypotheses were associated with the belief that people with higher levels of psychological entitlement would have more workplace rights. In this case, the results obtained from the study of Candel and Arnautu are consistent with the present study. In a study investigating how the presence of people with a

high level of psychological entitlement in the work environment affects that work environment, it was found that the presence of people with a high level of psychological entitlement in the workplace creates stress on colleagues (Brant, 2018). The results obtained from this study show that psychological entitlement negatively affects interpersonal relationships. In the current study, no mediating effect of psychological entitlement was observed in the withdrawal sub-dimensions. In this case, it can be interpreted that the mediation effect seen in CWB covers interpersonal relationships, and this result is consistent with Brant's study.

A study investigating the effects of narcissism and psychological entitlement on organizational behavior revealed that psychological entitlement affects counterproductive work behaviors when combined with narcissism. Psychological entitlement mediates the relationship between narcissism and CWB (Szalkowska et al., 2015).

In the current study, as a result of the regression analysis to determine the effect of psychological entitlement on CWB, it was found that psychological entitlement had a positive effect on CWB. A study investigating the relationship between psychological entitlement and deviation in interpersonal and organizational behavior among cabin crew members found that psychological entitlement increased the deviation in interpersonal and organizational behavior (Vatankhah & Raoofi, 2018). Deviation in organizational behavior includes arriving late or not coming to the workplace without explanation, employee theft, rudeness and violence (Everton et al., 2007). Since these behaviors overlap with the CWB behaviors, it can be said that the increase in the deviation in organizational behavior caused by the psychological entitlement found at the end of the study coincides with the increase in the CWB found in the current study. In a study investigating the relationship between the psychological entitlement of employees and their willingness to engage in unethical pro-organizational behaviors, when the interests of the organizations they belong to are not compatible with their interests, they are more prone to psychological entitlement and unethical pro-organizational behaviors. Psychological entitlement is also associated with CWB (Lee et al.,



2017). The result of this study shows that the level of psychological entitlement is effective in the tendency of people to engage in unethical and counterproductive behaviors when it is in their interests. In a study conducted with 148 white-collar employees in Turkey, in which the effect of psychological entitlement on counterproductive work behaviors was investigated, it was concluded that psychological entitlement was positively related to CWB (Akbiyik, 2018). As a result of the regression analysis performed to investigate the effect of narcissism on CWB in the current study, no significant effect of narcissism on CWB was found, but this does not show a result that is in line with the current literature. In a study examining the relationship between CWB and narcissism and the effect of psychological entitlement and hedonic well-being on this relationship, a positive correlation was found between narcissism and CWB (Żemojtel-Piotrowska, 2018). A study investigating the relationship between narcissism, trait anger, work restrictions, and CWB revealed that narcissism softened the relationship between work restrictions and CWB, and individuals with high levels of narcissism reported more CWB when restrictions were high (Penney & Spector, 2003). In a meta-analysis study examining the effect of narcissism on CWB, it was found that narcissism, among the personality traits described as the dark triad, is the most dominant predictor of CWB (Grijalva & Newman, 2014). In this meta-analysis study, factors such as Big Five personality traits and culture, which soften and affect this relationship, and aspects of authority/abuse and leadership/authority were also examined, and it was revealed that these factors have effects on the relationship between narcissism and CWB (Grijalva & Newman, 2014). In addition, as a result of the study, it was found that while the authority/abuse aspect of narcissism had a positive relationship with the CWB, the leadership/authority aspect had a negative relationship with the CWB (Grijalva & Newman, 2014).

As a result of a study investigating whether the effects of psychological entitlement are different in narcissistic and non-narcissistic employees, it was determined that psychological entitlement affects the relationship between narcissism and CWB (Szalkowska et al., 2015). There are few studies in the

literature on the relationship between psychological entitlement and counterproductive work behaviors and the role of narcissism in this relationship. In this case, the present study contributes to the literature by investigating the relationship between psychological entitlement and counterproductive work behaviors and evaluating psychological entitlement and narcissism, which are generally considered different variables.

#### **4.1.Implications of the research**

This study examined the effect of narcissism on counterproductive work behaviors and whether psychological entitlement plays a role in this effect. As a result of the research, it has been determined that narcissism increases counterproductive work behaviors and that psychological entitlement has a statistically significant and enhancing effect on this relationship, although not very large. These results show that the personality traits of individuals affect their behavior at work and, therefore, their interpersonal relationships with their colleagues and attitudes toward the organization. The results are generally compatible with the existing literature, but the number of studies investigating the variables of psychological entitlement, narcissism and counterproductive work behaviors is insufficient. In this context, current working characteristics are essential for the white-collar worker population in Turkey. Human resources departments should be foresight about the potential of individuals to benefit or harm the organization. Personal and institutional measures should be taken for individuals with an inflated self-perception, high psychological competence, or narcissistic personality by effectively observing the attitudes and behaviors of the employees during or after the recruitment process. In this context, the person can be directed to various places where he can get help to reach and analyze the source of his current attitudes and behaviors. Apart from this, training can be given on counterproductive work behaviors and alternative reactions to anger when faced with adverse situations in the workplace. However, education alone may not be enough. In this section, solution suggestions are presented based on literature research.

The emergence of counterproductive work behavior is an issue that cannot be limited to personality traits. Organizational arrangements should be made to increase the quality of work so that counterproductive work behaviors can be controlled and managed. For example, to reduce counterproductive work behaviors, monitoring the activities of the employees electronically rather than traditionally keeping the subordinates under constant observation can yield more positive results. Creating an ethical and fair organizational climate is necessary to ensure business relations based on employee trust. Care should be taken not to violate the implicit norms of the psychological contract between managers and employees. (Sezici, 2011). Moreover, it is crucial to create solid, healthy boundaries. Managers must specify firm boundaries to stop narcissistic behavior. It is critical to reject behaviors. Using abusive language or dominating a conversation is never acceptable or encouraged.

Leadership styles are another issue that has an impact on counterproductive work behavior. It has been found that transformational leadership styles adversely impact CWB. This study suggests that workers who work for transformational leaders are less likely to join the CWB. (Sabran, Ekowati, Supriyanto, 2022). Also, managers with a transformational leadership style are more likely to effectively use employee skills to prevent CWB. Because they are highly empathic, transformational leaders create an environment where employees are less likely to engage in counterproductive work habits. (Kwasi, Mekpor, 2020). Leaders must also adopt transformational leadership behaviors to dismantle the CWB within the organization. Also, organizations should hire managers with this leadership style and create a conducive work environment that allows employees to achieve organizational goals.

Negative interactions and predispositions can cause narcissists to perform unproductively at work since narcissistic people tend to read harmful intents into interactions. Wu and Lebreton (2011). Managers must realize that employees with high narcissism and entitlement are a problem for the organization and their colleagues. It is in the interests of organizations to best manage these entitled

individuals to reduce their negative impact on themselves and those around them. Developing a solid organizational justice culture will mainly contribute to less counterproductive work behavior by entitled employees. (Brant, 2018) It is essential that employees feel they are working for a fair organization with procedural, interpersonal, and informational justice. Otherwise, they will find more justification for themselves and be less productive.

Another essential issue is that: Narcissistic people are overly sensitive to feedback from their co-workers or managers. (Morf & Rhodewalt, 2001). Although feedback is an essential tool for all employees in general, it is much more critical for more narcissistic and entitled employees. Especially when working with narcissistic people, giving them harsh and critical feedback causes them to experience intense anxiety and narcissistic fracture. They feel intense anxiety and shame that their deficiencies and inadequacies will be revealed in certain aspects. The narcissistic break may turn into an opposite reaction in them, and they may exhibit behaviors that will sabotage things somehow. Harsh criticism can turn into anger at narcissistic and more entitled employees. Managers should approach empathically while giving feedback and not use sentences that attack their areas. They should avoid more descriptive, transparent, and self-respecting feedback. Moreover, giving employees realistic job previews with detailed descriptions of the duties, obligations, and required privileges will help them feel informed and strengthen their legitimate rights. The organization needs to define the connection between employee contributions, performance standards, and potential rewards. Managers can achieve predictability through open communication, honest discussion of shared obligations, regular performance feedback, and adequate justifications. Dragova-Koleva, S. A. (2018).

Paying attention to some points is essential to see the positive sides of narcissistic people in the workplace. The defence mechanisms that narcissists use most in daily life are excessive devaluation or excessive idealization. We can see that narcissistic people tend to overvalue and idealize their supervisor or leader in the workplace. If narcissists over-idealize their supervisor, they take him as a role

model. Supervisors must be careful about this as it is a message that they may overvalue them. A manager overidealized by a narcissistic employee should take his self-criticism softly if necessary. The message that self-criticism can be given to the narcissistic person goes. However, overly self-critical is also dangerous because the message goes away that mistakes are rare and require stern repentance. Narcissists try to imitate successful and influential people to connect with them. (Kernberg, 1979; Rosenthal & Pittinsky, 2006). Making connections with people with admirable characteristics and achievements can help one develop self-assessment, as they can benefit from or reflect on the successes of close friends (Cialdini et al., 1976; Schmitt et al., 2000). Therefore, pairing people with narcissistic personality traits with successful people whom they can idealize will be beneficial in terms of narcissistic motivation and development.

Moreover, intense jealousy is the basis of the narcissistic personality. Highly narcissistic employees may show a judgmental and devaluing attitude toward the other person. In the work environment, not creating an intense competition environment, especially in teamwork, may be more functional in preventing narcissistic people from displaying aggressive behaviors. The extreme and competitive environment within the team or among colleagues will pave the way for the narcissist to reveal their undesirable characteristics even if it can increase job performance. Moreover, It may also be helpful to frame teamwork and team success in a way that emphasizes individual achievement. Giambatista and Hoover (2018). Narcissistic people may expect praise and rewards for their achievements. If their achievements are not appreciated, they may become envious within the group and tend to sabotage their co-workers. Giambatista and Hoover (2018) hypothesized that people with a strong sense of authority or superiority might have a generally lousy attitude regarding a management class or competence. It has been found that, compared to their peers, those with a strong sense of entitlement or superiority do worse when learning new skills. So, trainers and managers should discuss teamwork skills with employees and address misunderstandings about teamwork skills.

Entitled employees can also negatively affect their colleagues. People who persistently share their perceptions that they are working in an organization that does not give what they deserve and constantly complain about management may increase the possibility of both them and their colleagues showing counterproductive work behavior. The organization may need to recognize this impact and act. Organizations can consider educating interviewers and recruiters on how to spot actions that indicate entitlement. In contrast to trying to manage competent employees, employers may find it easier to first identify and reject highly qualified people from the candidate pool because entitlement is a stable personality trait (Fisk, 2010; Harvey & Martinko, 2009). Increasing an entitled employee's sense of belonging may help organizations minimize negative behavior.

Additionally, it might be good for him or her to identify a setting or position inside the company where entitled workers might flourish. These employees are assigned jobs that only occasionally need them to contact others. Both the employer and the employee may benefit. (Campbell et al., 2011). Organizations should exercise caution when using self-assessments of work criteria, especially those likely because narcissism can enhance one's sense of self while weakening or harming one's perception of others. An inflated self-concept and an overly strong sense of control can result from narcissism. Therefore, it may be harmful in jobs that demand accurate self-evaluations. Employers may need to carefully select candidates or weed out those with strong narcissistic tendencies.

Finally, Organizations may find it helpful to incorporate new policies into their organizational culture when employee-management conflicts are present. They can try to achieve positive results in this regard by reducing perceptual differences in entitlement and developing balanced relationships between management and employees. (Stavrou, 2015). Managing and aligning employee perceptions can be crucial. In this context, it points out that the employees' sense of entitlement should be reduced, or the management's perception of entitlement should be strengthened (Campbell, 2000). According to Campbell (2000), since employees can actively influence corporate practices and culture through open

communication and active participation, employees should communicate their needs and expectations to management. On the other hand, management can work on Tengblad's (2004, p. 601) concept of "expectation modifiers" to establish relationships and alliances with employees and to set and communicate expectations with them to reduce the possibility of negative individuals and organizations. In turn, management and employees must unite successfully to create shared expectations through a supportive organizational culture that supports the interests of both the organization and its employees.

#### **4.2. Limitations and Recommendations for Future Research**

The findings obtained in the study should be evaluated considering some limitations. The first is that the cross-sectional research method was adopted instead of the longitudinal research method in the study. Therefore, any causal interpretation is impossible. Furthermore, the study's sample size was relatively small. More reliable findings will be obtained with a larger sample size. Another limitation is that; The study focused on the participants' subjective evaluations in measuring psychological entitlement and counterproductive behaviors. The fact that the employees responded to the scales in line with social desirability, especially the scale used to measure counterproductive behaviors, constitutes a significant research limitation. Another method for measuring counterproductive behaviors is the evaluation of their supervisors. However, self-reporting was preferred in this study because the data were collected online through a questionnaire. The application of CWB observer reports was another option. However, observer reports are less reliable than self-reports of employees. (Berry et al., 2012). Employing both methodologies in future studies may be acceptable for a more reliable result.

Moreover, Advertisements were placed on social media to ensure anonymity. However, since the convenience sampling method was used to reach most of the participants, the participation of the people that the researcher could get is another limitation. Finally, only white-collar workers participated in the study. Different

results can be obtained by researching different samples. Therefore, it is not appropriate to generalize.

The CWB can be a problematic construct to work with for both academic researchers and practitioners. Since academics and practitioners need to understand the concept of eliminating CWB in organizations, it is helpful to look at the structure's individual and organizational aspects.

Further research could investigate whether employees under more authoritative and narcissistic supervisors exhibit unproductive work behavior and include organizational factors (such as job commitment or organizational justice) that may affect CWB as a mediating variable.

It is also essential to remember that this study comes from a relatively collectivist culture, even though it does not consider a cultural perspective. Future research should consider the cultural perspective because culture can mediate the relationship between personality and study outcome. (Grijalva & Newman, 2015). Finally, Quiet quitting is the most debatable topic recently. Could the quiet quitting behavior of employees be due to their working with entitled and narcissistic managers? More entitled and narcissistic management may cause this concept of quiet quitting. It could be a valuable topic for further research.



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## APPENDIX

### Appendix 1

#### A- Informed Consent Form in Turkish

#### BİLGİLENDİRİLMİŞ VE GÖNÜLLÜ ONAM FORMU

Değerli katılımcı,

Bu anket formları İstanbul Bilgi Üniversitesi Sosyal Bilimler Enstitüsü Endüstriyel/Örgütsel Psikoloji Yüksek Lisans Programı tarafından yürütülmekte ve tez çalışması adına yapılacak olan *‘Beyaz yaka özel sektör çalışanlarında psikolojik ayrıcalık düzeylerinin üretken olmayan iş davranışına etkisi ve narsisizm düzeylerinin aracı rolü’* adlı araştırmanın uygulama kısmına veri toplamak amacıyla hazırlanmıştır. Vereceğiniz tüm bilgiler gizli tutulacak, hiçbir kimse ve/veya kuruluşa verilmeyecektir. Soruları dikkatli okuyarak objektif, samimi, gerçek duygu ve düşüncelerinizi yansıtmamız araştırmanın amacına ulaşması için önemlidir.

Araştırmada yer alan soruların katılımcılar açısından olumsuz etkileri olması beklenmemektedir. Araştırmaya katılımınız tamamen isteğe bağlıdır. Araştırmaya katılmanız halinde aşağıda yer alan *‘Yukarıdaki çalışmanın amacını ve içeriğini belirten bildiriye okudum, anladım ve araştırmaya katılmayı kabul ediyorum.’* kısmı açılacaktır. O kısma *‘Evet’* diyerek çalışmaya başlayabilirsiniz.

Anketten elde edilen veriler gizli tutulacak ve bilimsel araştırma için kullanılacaktır.

Anketlere ayıracağınız zaman ve göstereceğiniz özenden dolayı şimdiden teşekkür ederim.

## **Appendix 2**

### **INFORMED CONSENT FORM**

Dear participant,

These questionnaires are conducted by the Industrial / Organizational Psychology Graduate Program of the Institute of Social Sciences of Istanbul Bilgi University. These questionnaires are prepared to collect data for the application part of the thesis called 'examine the relationship between counterproductive work behavior and psychological entitlement the effect of narcissism. All information you provide will be kept confidential and not be given to anyone and the organization. Reading the questions carefully and reflecting on your objective, sincere, true feelings and thoughts are essential for the research.

The questions in the study are not expected to have adverse effects on the participants. Your participation in the research is entirely voluntary. If you participate in the study, the section below 'I have read, understood, and agree to participate in the research will open. You can start by saying 'Yes.'

The data obtained from the questionnaire will be kept confidential and used for scientific research.

Thank you in advance for your time and attention.

### Appendix 3

#### A- Turkish Version of Sociodemographic Data Form

##### SOSYODEMOGRAFİK ÖZELLİKLER FORMU

1. Cinsiyetiniz (1) Erkek (2) Kadın 3(Diğer)

2. Yaşınız: \_\_\_\_\_

3. Öğrenim durumu (1) Lise (2) Lisans (3) Lisansüstü (4) Doktora

4. Çalışma deneyimi: \_\_\_\_\_

6. Mevcut sektörünüz: \_\_\_\_\_

**Appendix 4**  
**SOCIODEMOGRAPHIC DATA FORM**

**1. Gender** (1) Male (2) Female (3) Other

**2. Age:** \_\_\_\_\_

**3. Education Status** (1) High School (2) Undergraduate (3) Master  
Degree (4) Ph.D. Degree

**4. Work Experience:** \_\_\_\_\_

**6. Industry:** \_\_\_\_\_

## Appendix 5

### A- Turkish Version Psychological Entitlement Inventory

#### PSİKOLOJİK AYRICALIK ÖLÇEĞİ

Son bir yılda içinde işyerinizde aşağıda sıralanan davranışlarla karşılaşma sıklığınızı aşağıda yer alan ifadenin size ne kadar uygun olduğunu 6'lı ölçek üzerinden işaretleyiniz.

	Kesinlikle katılmıyorum					Kesinlikle Katılıyorum
	1	2	3	4	5	6
1-Diğer insanlardan daha fazlasını hak ettiğimi düşünüyorum.						
2-Önemli şeyler benim olmalı.						
3-Eğer Titanik'te olsaydım, ilk cankurtaran sandalında olmayı hak ederdim.						
4-En iyiyi isterim çünkü buna layığım.						
5-(İlişkilerimde) özel bir muamele görmem gerekmez.						
6-Yaşamımda sahip olduklarımdan daha fazlasını hak ediyorum.						
7-Benim gibi insanlar ara sıra fazladan bir şans hak eder.						
8-İşler benim istediğim gibi gitmeli						

9-Her şeyin daha fazlasını hak ettiğimi düşünüyorum.						
--	--	--	--	--	--	--

### B- English Version of Psychological Entitlement Inventory

#### PSYCHOLOGICAL ENTITLEMENT SCALE

In the last year, mark the frequency of the following behaviors in your workplace according to the 6-scale.

	Strongly disagree					Strongly Agree
	1	2	3	4	5	6
1- I honestly feel I'm just more deserving than others.						
2- Great things should come to me.						
3- If I were on the Titanic, I would deserve to be on the first lifeboat.						
4- I demand the best because I'm worth it.						
5- I deserve special treatment.						
6-I deserve more than what I have in my life.						
7- People like me deserve an extra break now and then.						
8- Things should go my way.						

9- I feel entitled to more of everything.						
---	--	--	--	--	--	--



## Appendix 6

### A-Turkish Version of Counter-Productive Work Behavior Inventory (16-item)

Aşağıda bireylerin işleriyle ilgili tutumlarını yansıtan ifadeler yer almaktadır. Her bir maddedeki ifadenin size ne kadar uygun olduğunu ölçekte işaretleyiniz

Mevcut işinizde çalıştığınız süre boyunca aşağıda belirtilen durumların her birini ne kadar sıklıkla yaptınız?	Hiçbir zaman				Her zaman
1. İş yerindeki biriyle dalga geçme	1	2	3	4	5
2. İşyerindeki birini itme ya da vurma	1	2	3	4	5
3. İşyerindeki insanları sözel olarak tehdit etme	1	2	3	4	5
4. İşyerindeki insanlarla tartışma çıkarma	1	2	3	4	5
5. İşyerindeki birinin kötü duruma düşmesine yol açacak bir şeyler yapma	1	2	3	4	5
6. İşyerindeki diğer çalışanları yok sayma	1	2	3	4	5
7. Müşterilere ya da tüketicilere karşı kaba ya da çirkin davranma	1	2	3	4	5
8. Kendi yaptığınız bir hatadan dolayı bir başkasını suçlama	1	2	3	4	5
9. İzin almadan işe geç gelme	1	2	3	4	5
10. Mola saatlerini izin verilenden daha uzun tutma	1	2	3	4	5
11. Mesai bitiminden önce işten ayrılma	1	2	3	4	5
12. Dışarıdaki insanlara çalıştığınız yer hakkında kötü şeyler söyleme	1	2	3	4	5
13. Hasta olduğunuzu bahane ederek işe gelmeme	1	2	3	4	5
14. İşyerindeki kurallara bilerek uymama	1	2	3	4	5
15. Çalışma ortamınızı bilerek kirlletme	1	2	3	4	5
16. İşyerindeki bazı araç-gereçleri kasıtlı bir şekilde boşa kullanma	1	2	3	4	5



## B- English Version of Counter-Productive Work Behavior Inventory

### Counterproductive Work Behavior Checklist (CWB-C) (16-item)

Below are statements that reflect the attitudes of individuals about their work. Mark how appropriate the expression in each item is for you on the scale.

How often did you do each of the situations listed below during your current job?	Never				Always
1. Making fun of someone at work	1	2	3	4	5
2. Pushing or hitting someone at work	1	2	3	4	5
3. Verbally threatening people at work	1	2	3	4	5
4. Arguing with people at work	1	2	3	4	5
5. Doing something that puts someone at work into a bad situation	1	2	3	4	5
6. Ignoring other employees in the workplace	1	2	3	4	5
7. Being rude or unkind to customers or consumers	1	2	3	4	5
8. Don't blame someone else for a mistake you made	1	2	3	4	5
9. Don't come to work late without permission	1	2	3	4	5
10. Don't keep break times more extended than allowed	1	2	3	4	5
11. Leaving work before the end of the working day	1	2	3	4	5
12. Don't say bad things to outsiders about where you work	1	2	3	4	5
13. Not coming to work on the pretext that you are sick	1	2	3	4	5
14. Knowingly failing to comply with workplace rules	1	2	3	4	5
15. Do not knowingly pollute your work environment	1	2	3	4	5
16. Intentionally wasting some equipment in the workplace	1	2	3	4	5

## Appendix 7

### A- Turkish Version of Narcissism Inventory

Aşağıdaki cümle çiftlerini okuyun ve kendinizle ilgili duygu ve düşüncelerinizi nispeten doğru yansıtan ifadenin yanına çarpı (x) koyun. Herhangi ifadenin sizi tam olarak yansıtmadığını düşünebilirsiniz. Yine de size daha yakın olan hangisiyse onu işaretleyin.

LÜTFEN 16 SORUNUN TAMAMINI YANITLAYIN.

HER SORUDA SİZE EN YAKIN GELEN TEK BİR İFADEYİ İŞARETLEYİN.

1. \_\_\_ İlgi merkezi olmak hakikaten de çok hoşuma gider.  
\_\_\_ İlgi merkezi olmak beni rahatsız eder.
2. \_\_\_ Çoğu insandan ne daha iyi ne de daha kötüyüm.  
\_\_\_ Özel biri olduğumu düşünüyorum.
3. \_\_\_ Hikâyelerimi dinlemek herkesin hoşuna gider.  
\_\_\_ Bazen güzel hikâyeler anlatıyorum.
4. \_\_\_ Layık olduğum saygıyı çoğunlukla görüyorum.  
\_\_\_ Hak ettiğim saygıyı görmek konusunda ısrar ederim.
5. \_\_\_ Emirlere uymaktan rahatsızlık duymam.  
\_\_\_ İnsanlar üzerinde otorite sahibi olmak hoşuma gider.
6. \_\_\_ Önemli bir insan olacağım  
\_\_\_ başarılı olacağımı umuyorum
7. \_\_\_ İnsanlar bazen söylediklerime inanıyorlar.  
\_\_\_ Her insanı istediğim her şeye inandırabilirim.
8. \_\_\_ Başka insanlardan çok şey beklerim.

- \_\_\_ Başka insanlar için bir şeyler yapmak hoşuma gider.
9. \_\_\_ İlgi merkezi olmak hoşuma gider.
- \_\_\_ Kalabalığa karışmayı tercih ederim.
10. \_\_\_ Ben de herkes gibi biriyim.
- \_\_\_ Sıra dışı bir insanım.
11. \_\_\_ Ne yaptığımı her zaman bilen biriyimdir.
- \_\_\_ Bazen ne yaptığımdan emin olamıyorum.
12. \_\_\_ Kendimi insanları manipüle ederken yakaladığımda bundan hoşlanmıyorum.
- \_\_\_ İnsanları manipüle etmek bana kolay geliyor.
13. \_\_\_ Otorite olmanın benim için pek de anlamı yoktur.
- \_\_\_ İnsanlar otoritemi hep tanır gibi görünürler.
14. \_\_\_ İyi olduğumu biliyorum, çünkü herkes bana devamlı bunu söylüyor.
- \_\_\_ İnsanlar bana iltifat ettiklerinde bazen utanıyorum.
15. \_\_\_ Gösterişçi olmamaya çalışırım.
- \_\_\_ İmkan bulursam gösteriş yapma eğiliminde olurum.
16. \_\_\_ Başka insanlardan daha kabiliyetliyim.
- \_\_\_ Başka insanlardan öğrenebileceğim çok şey var.

### **B- English Version of Narcissism Inventory (NPI-16)**

Read each pair of statements below and place an "X" by the one that comes closest to describing your feelings and beliefs about yourself. You may feel that neither notice describes you well, but pick the one that comes closest. **Please complete all pairs.**

1. \_\_\_ It makes me uncomfortable to be the centre of attention

\_\_\_ I like to be the centre of attention

2. \_\_\_ I think I am a particular person

\_\_\_ I am no better or no worse than most people

3. \_\_\_ Sometimes I tell good stories

\_\_\_ Everybody likes to hear my stories

4. \_\_\_ I insist upon getting the respect that is due me

\_\_\_ I usually get the respect that I deserve

5. \_\_\_ I like having authority over people

\_\_\_ I don't mind following orders

6. \_\_\_ I hope I am going to be successful

\_\_\_ I am going to be a great person

7. \_\_\_ I can make anybody believe anything I want them to

\_\_\_ People sometimes believe what I tell them

8. \_\_\_ I like to do things for other people

\_\_\_ I expect a great deal from other people

9. \_\_\_ I prefer to blend in with the crowd

\_\_\_ I like to be the centercentre of attention

10. \_\_\_ I am an extraordinary person

\_\_\_ I am much like everybody else

11. \_\_\_ Sometimes, I am not sure of what I am doing

\_\_\_ I always know what I am doing

12. \_\_\_ I find it easy to manipulate people

\_\_\_ I don't like it when I find myself manipulating people

13. \_\_\_ People always seem to recognise my authority

\_\_\_ Being an authority doesn't mean that much to me

14. \_\_\_ When people compliment me, I sometimes get embarrassed

\_\_\_ I know that I am good because everybody keeps telling me so

15. \_\_\_ I try not to be a show-off

\_\_\_ I am apt to Show off if I get the chance

16. \_\_\_ I am more capable than other people.

\_\_\_ There is a lot that I can learn from other people.

## Appendix 8

This section will be filled by İstanbul Bilgi University Human Subjects Ethics Sub-Committee:  
**Project No:**

Nihan YALÇIN- The mediating role of psychological entitlement in the relationship between narcissism and counterproductive work behaviours.

### HUMAN SUBJECTS ETHICS SUB-COMMITTEE EVALUATION OUTCOME

Dear Reviewer,

Please indicate the result of your review by first marking one of the following three choices. If you keep option two ("Revision is Needed") or option three ("Reject"), please provide explanations for your decision.

Date of evaluation:

Signature:

Gergely Czukcor

Ryan Macey Wise



1.	Norevision is required. Data collection can be started <u>X</u>
2.	Revision is needed _____ Comments:
3.	Rejected _____ Comments: