

# Investigating the Relationship between Narcissistic Managers and Staff Performance with Mediating role of Political behavior (Case study: Integrated Tobacco of Golestan)

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## ABSTRACT

The purpose of this study was to investigate the relationship between narcissistic managers and staff performance with mediating role of political behavior. The population consist of 174 staff. The researcher obtained the data for the study from a sample of the 119 staff of integrated tobacco of Golestan were selected. A data collection instrument is included demographic questionnaire, questionnaire of narcissistic managers, staff performance, and political behavior. Data analysis included descriptive statistics, model of structural relations with Lisrel software (version 8.5). The results of this study show the, there is a significant relationship between narcissistic managers and staff performance with mediating role of political behavior. According the results, there is relationship between narcissistic managers and political behavior.

**Keywords:** Narcissistic managers, Staff performance, Political behavior.

## Introduction

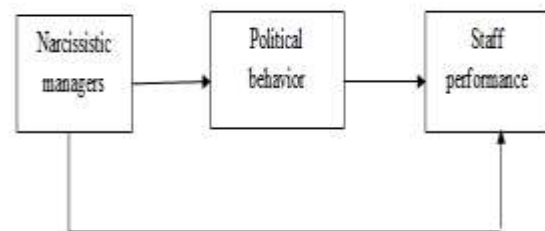
Everyone amongst us carries some sort of narcissism in one way or the other. Our vulnerabilities and sense of adequacy; want of safety and recognition; fear of failure, are the various fundamentals of our narcissism. These are also the drivers of our everyday life; our will to be better, to continuously improve, to work hard, struggle and make achievements. But when this narcissism manifest itself in the forms of unhealthy and negative behaviors; like jealousy, paranoia, social withdrawal, low-self esteem, depression etc., then it cause havoc for people and relationships. The situation

becomes further complicated when such phenomenon remain unchecked and uncontrolled. Even in leaders (bosses and managers), the fear of failure or the sense of not being good enough provides the tension that makes them play on their strengths, become innovative & creative, take risks etc. to outperform others. But when a boss is not emotionally mature or self-aware, then the same fears and anxieties manifest into workplace hazards such as micromanagement, mistrusting others, defensiveness, indifference etc. which not only undermines his/her leadership

effectiveness but also have grave effects on employees' motivation, commitment, ownership and overall attitude & behavior. This effect is not limited to employees only but it ultimately influences the whole organizational climate and as a result there is severe deterioration in overall workplace sanity (Ismail *et al.*, 2011). Performance appraisal is a central function of strategic human resource development and management (Ismail *et al.*, 2011, 2012b; Thurston & McNall, 2010). In organizations, it is often viewed as a cyclical process where formal appraising methods are designed by employers to yearly assess and develop employee performance (Boswell & Boudreau, 2002). Traditionally, many performance appraisal systems are designed dependent very much on cognitive models, which emphasize on quantifiable criteria as important guidelines to measure and determine performance scores to employees. For example, behavior and outcomes oriented rating methods are important cognitive based performance appraisal (Aminuddin, 2008; Dessler, 2005) where these methods are widely used by management to resolve routine human resource management functions, such as retain or terminate staff service, promote and determine staff salary (Cook & Crossman, 2004; Fletcher, 2002; Tahir Suliman, 2007). A recent research in performance management literature highlights that effectiveness of a cognitive based performance appraisal processes and outcomes is highly recognized when it is used to assess the performance of routine, structured and unambiguous job. Conversely, the effectiveness of a cognitive based performance appraisal processes and outcomes is questionable if it employed to measure the performance of unstructured, unpredictable and uncertain job. Alternatively, many managers have shifted their paradigms from a cognitive based performance appraisal to political behavior based performance appraisal in order to

decrease the mistake of measuring the ability of employees to perform unstructured, unpredictable and uncertain job (Cook & Crossman, 2004; Ismail *et al.*, 2011, 2012b; Tahir Suliman, 2007; Thurston & McNall, 2010). Under this new perspective, the use of political behavior by management in appraising employee performance is often seen as a crucial organizational climate factor where managers (appraisers) have not explicitly declared the use of political behavior in performance appraisals, but they will use their personal motives to manipulate performance scores when dealing with subjective and uncertainty job situations (Ismail *et al.*, 2011, 2012b; Poon, 2003a, 2003b, 2004). The aim of this study was to investigate the relationship between narcissistic managers and staff performance with mediating role of political behavior.

### Research model



**Figure 1.** The Research model

### Research Hypothesis

- (1) There is a significant relationship between narcissistic managers and political behavior.
- (2) There is a significant relationship between narcissistic managers and staff performance.
- (3) There is a significant relationship between political behavior and staff performance.

(4) There is a significant relationship between narcissistic managers and staff performance with mediating role of political behavior.

**Research methods**

This research is descriptive and correlational. The population consist of 174 staff. The researcher obtained the data for the study from a sample of the 119 staff of integrated tobacco of Golestan were

selected. A data collection instrument is included demographic questionnaire, questionnaire of narcissistic managers, staff performance, and political behavior. The cronbach's alpha that obtained from the pilot data was 0.81 for questionnaire of narcissistic managers, 0.84 for staff performance, 0.80 for political behavior. Data analysis included descriptive statistics, model of structural relations with Lisrel software (version 8.5).

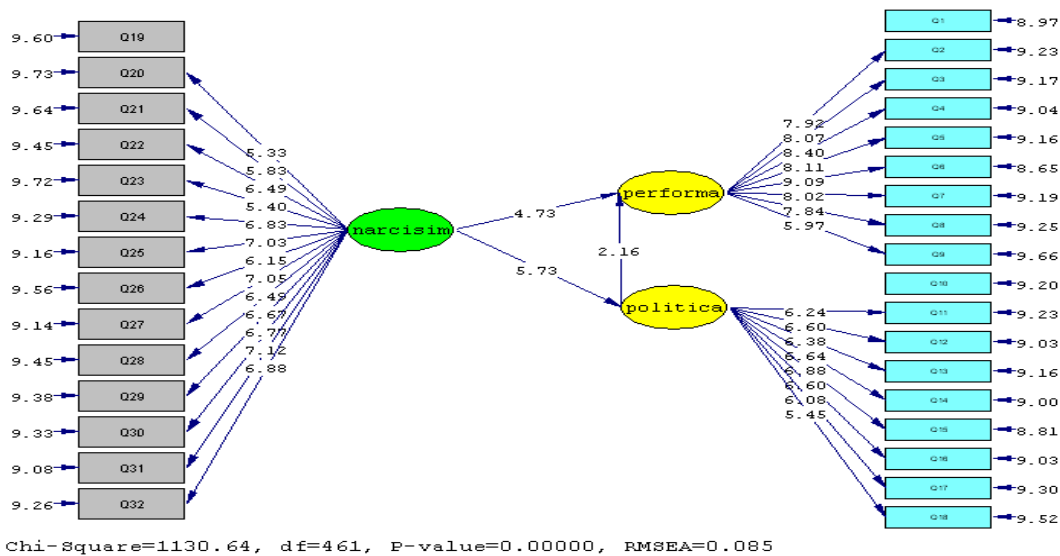
**Analysis of data**

**Table 1.** The fit indices of research model

Estimated values	Standard values	Fit index
461	-	Degrees of Freedom
1146.59	-	Chi-Square
0.085	0.05	RMSEA
0.91	0.9	NFI
0.92	0.9	NNFI
0.94	0.9	CFI
0.068	0.05	RMR
0.71	0.9	GFI
0.71	0.9	AGFI

The results of this study show the, indicators of compliance rate or fit index were in a relatively acceptable level.

**Test of the structural model**



**Figure 2.** The base model with values of t

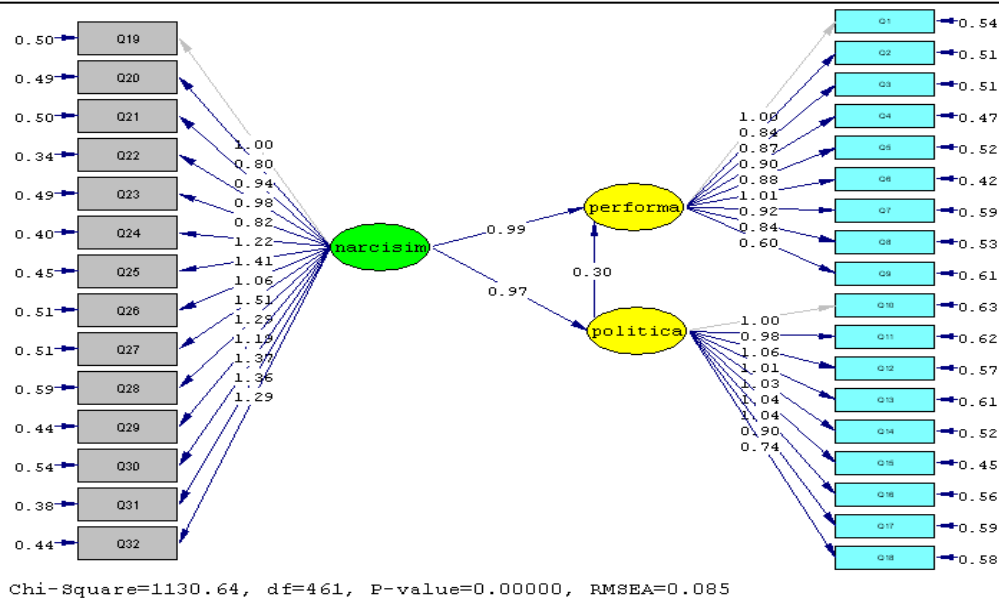


Figure 3. The base model with values of  $\beta$

**Results**

(1) There is a significant relationship between narcissistic managers and political behavior.  
 H0: There is not a significant relationship between narcissistic managers and political behavior.

H1: There is a significant relationship between narcissistic managers and political behavior. According the results, there is relationship between narcissistic managers and political behavior. Thus  $H_0$  is rejected and research hypotheses is approved ( $t = 5.73, \beta_{22} = 0.97$ ).

Table 2. The results of hypothesis 1

Hypothesis	Path coefficient ( $\beta$ )	T statistic	Result
There is a significant relationship between narcissistic managers and political behavior.	0.97	5.73	approved

(2) There is a significant relationship between narcissistic managers and staff performance.  
 H0: There is not a significant relationship between narcissistic managers and staff performance.  
 H1: There is a significant relationship between narcissistic managers and staff performance.

According the results, there is relationship between narcissistic managers and staff performance. Thus  $H_0$  is rejected and research hypotheses is approved ( $t = 4.73, \beta_{22} = 0.99$ ).

Table 3. The results of hypothesis 2

Hypothesis	Path coefficient ( $\beta$ )	T statistic	Result
There is a significant relationship between narcissistic managers and staff performance	0.99	4.73	approved

(3) There is a significant relationship between political behavior and staff performance.

H0: There is not a significant relationship between political behavior and staff performance.

H1: There is a significant relationship between political behavior and staff performance.

According the results, there is relationship between political behavior and staff performance. Thus  $H_0$  is rejected and research hypotheses is approved ( $t = 2.16, \beta_{22} = 0.30$ ).

**Table 4.** The results of hypothesis 3

Hypothesis	Path coefficient ( $\beta$ )	T statistic	Result
There is a significant relationship between political behavior and staff performance	0.30	2.16	rejected

(4) There is a significant relationship between narcissistic managers and staff performance with mediating role of political behavior.

H0: There is not a significant relationship between narcissistic managers and staff performance with mediating role of political behavior

H1: There is a significant relationship between narcissistic managers and staff performance with mediating role of political behavior

According the results, there is a significant relationship between narcissistic managers and staff performance with mediating role of political behavior.

**Table 5:** The results of hypothesis 5

Hypothesis	Coefficient	Result
There is a significant relationship between narcissistic managers and staff performance with mediating role of political behavior	$0.97 \times 0.30 = 0.29$	approved

## Conclusion

The purpose of this study was to investigating the relationship between narcissistic managers and staff performance with mediating role of political behavior. The results of this study show the, there is relationship between narcissistic managers and staff performance. Thus  $H_0$  is rejected and research hypotheses is approved. The results of this study show the, there is relationship between narcissistic managers and staff performance. Thus  $H_0$  is rejected and research hypotheses is approved. The results of this study show the, there is relationship between political behavior and staff performance. Thus  $H_0$  is

rejected and research hypotheses is approved. According the results, there is a significant relationship between narcissistic managers and staff performance with mediating role of political behavior.

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