



Narcissistic leadership and employees' innovative behaviour: mediating roles of job embeddedness and job engagement

Yasaman Norouzinik, Fariborz Rahimnia, Yaghoob Maharati & Ghasem Eslami

To cite this article: Yasaman Norouzinik, Fariborz Rahimnia, Yaghoob Maharati & Ghasem Eslami (2021): Narcissistic leadership and employees' innovative behaviour: mediating roles of job embeddedness and job engagement, *Innovation*, DOI: [10.1080/14479338.2021.1897467](https://doi.org/10.1080/14479338.2021.1897467)

To link to this article: <https://doi.org/10.1080/14479338.2021.1897467>



Published online: 22 Mar 2021.



Submit your article to this journal [↗](#)



Article views: 8



View related articles [↗](#)



View Crossmark data [↗](#)



Narcissistic leadership and employees' innovative behaviour: mediating roles of job embeddedness and job engagement

Yasaman Norouzinik, Fariborz Rahimnia, Yaghoob Maharati and Ghasem Eslami

Management Department, Ferdowsi University of Mashhad (FUM), Mashhad, Iran

ABSTRACT

Organisations need innovation in products and services to grow and survive in competitive environments. Development of innovation in organisations is achieved by human resources. Employees' innovative behaviour is influenced by various factors, including leadership styles and leaders' characteristics. Therefore, this study aimed to analyse the effect of narcissistic leadership on employees' innovative behaviour by introducing employees' job embeddedness and job engagement as the mediating variables. A narcissistic leader never allows employees to participate in decision-making processes, which affects their corporation's intention and creativity and makes them do what they are expected to do. The data were collected from 455 employees and managers of the governmental organisations located in the eastern provinces of Iran. According to the results, managers' narcissism negatively affected employees' job embeddedness and job engagement. Besides, leaders' narcissism had a negative impact on employees' innovative behaviour. Other research findings indicated the mediating roles of job embeddedness and job engagement. The interaction of leaders' narcissism and leaders' humility is associated with job engagement and job embeddedness. The proposed model provided new insights into the analysis of contradictions in leaders' characteristics. In other words, their characteristics influence employee attitudes, including job embeddedness and job engagement, and employee behaviour and performance.

ARTICLE HISTORY

Accepted 25 February 2021

KEYWORDS

Narcissistic leadership; humility; job embeddedness; job engagement; innovative behaviour

Introduction

The Dark Triad is a term used to describe a constellation of three sub-clinical personality traits: Machiavellianism, psychopathy, and narcissism (Paulhus & Williams, 2002). Individuals with these traits tend to be callous, selfish, and malicious in their interpersonal relationships. Narcissism is one of the dark traits of personality and has been discussed in many organisational studies, and its importance in leadership and organisational outcomes has been examined. Neglecting employees is one of the adverse outcomes of narcissism among leaders and managers (Brown, 1997). A narcissistic leader never allows employees to participate in decision-making processes, which affects their corporation's intention and creativity. In the past decade, studies have focused on examining the impact of leaders' narcissism on followers' attitudes and behaviours, such as organisational citizenship

behaviours (Campbell et al., 2006), counterproductive work behaviours (Campbell & Foster, 2002), and task performance (Soyer et al., 1999). The purpose of this study is to investigate the effect of leaders' narcissism on job engagement, job embeddedness, and employees' innovative behaviours. Employees' job engagement refers to employees' increasing attention to their jobs, getting involved in their jobs, and putting energy into their work tasks (Rothbard & Patil, 2011). Job engagement stems from intrinsic motivation. In contrast, job embeddedness emphasises the role of non-emotional and non-attitudinal factors and external or in-house forces in perceiving employees' attachment to the organisation (Jiang et al., 2012). Job embeddedness can analyse leader-follower relationships, including the three dimensions of links, fit, and sacrifice (Agarwal et al., 2012; Nafei, 2015). Besides, leaders are considered one of the most important factors infusing innovation. Leaders play a central role in generating ideas, setting goals, and developing an innovation culture (Renko et al., 2015). Various factors such as leaders' active and enthusiastic characteristics (Kickul & Gundry, 2002), high self-confidence (Galasso & Simcoe, 2011), and striving for the future (Yadav et al., 2007) are now regarded as the stimulants to the pursuit of innovation.

Although many studies emphasise the negative aspects and consequences of leaders' narcissism, according to the paradox perspective (Smith & Lewis, 2011), conflict management can be useful in the workplace. Leaders' and managers' humility and modesty are on the opposite side of their narcissism. Humility refers to self-awareness in terms of behaviour, appreciation of others, and attention to personal improvement (Owens et al., 2013b). Humble senior executives are more likely to empower junior managers, prefer payment equity, implement controversial strategies, and maintain consistent and appropriate organisational performance (Collins, 2001; Ou et al., 2014). Although it seems that humility and narcissism are rarely observed in a single individual, the paradox perspective suggests that two conflicting and opposite situations can coexist. This combination may increase creativity and efficiency (Eisenhardt, 2000; Lewis, 2000).

This study concerns leadership literature development in several ways. Firstly, the conservation of resources theory explains the effect of leaders' narcissism on employees' job engagement, job embeddedness, and innovative behaviour. This theory can explain the effect of leaders' behaviour on job engagement, job embeddedness, and employees' innovative behaviour and states that individuals are motivated to maintain their limited resources or acquire new resources to protect themselves from potential threats and loss of resources (Hobfoll, 1989). Accordingly, narcissistic leaders are likely to conserve limited resources (including time and energy) by interacting with their designated followers rather than interacting with other followers because of excessive self-interest concerns. Narcissistic leaders may also seek to obtain valuable resources by establishing relationships with those followers who provide resources. Thus, this type of leader creates a different communication environment that goes beyond the leader-follower exchange. Such a communication environment between the leader and the followers affects employees' outputs in general and their innovative behaviour. Secondly, the mediating roles of job engagement and job embeddedness were analysed in the relationship between leaders' narcissism and innovative behaviour. Thirdly, in line with the workplace's paradox perspective, a combination of two contrasting characteristics is then used to analyse how leaders' humility dealing with narcissism can neutralise the potential negative effects of narcissism. In other words, are they able to increase job engagement and job embeddedness among employees and ultimately reinforce innovative behaviour?

The existing literature on the leadership-innovation relationship was finally developed by emphasising that leaders' combination of two contrasting characteristics could affect organisations' innovation and solve the theoretical puzzle of how the positive aspects of leaders' narcissism occur in organisations and its impact on employees' attitudes and behaviours.

Theoretical background and hypotheses

Concepts of narcissism and humility

Since the new millennium rolled around, researchers have strongly believed that leaders need to have more humility and less pride (Weick, 2000). Unique research in response to new demands has shown the positive impact of humility on organisations. There is a difference between the definitions of humility and narcissism. Some consider the negative aspects claiming that humility is associated with low self-esteem (Weiss & Knight, 1980) and that narcissism is associated with mental disorders (Kohut, 2013). Severe narcissism was defined by the American Psychiatric Association (2000) as a serious psychological disorder. According to the American Psychiatric Association (1994), narcissism is a broad personality trait that includes a sense of self-importance, fantasies of unlimited power, entitlement, weak self-control, an inability to tolerate criticism, lack of empathy, and interpersonal benefits. In the present study, the concept of narcissism is considered according to the American Psychiatric Association (1994) definition and focuses on narcissistic tendencies and behaviours. This consideration is different from what the field of psychiatry assumes as a disease or Mental disorder. Narcissistic individuals are likely to be assigned to managerial positions (Hogan et al., 1994). Based on the leadership studies, narcissism is considered a paradox phenomenon. Narcissists tend to make individual decisions (House & Howell, 1992), which can positively affect chaos and a need for courageous changes (Campbell & Campbell, 2009; Maccoby, 2004). Despite the positive results, empirical studies point out negative outcomes of narcissism, including followers' estrangement (hostility), fluctuations in organisational performance, and resignation (Chatterjee & Hambrick, 2007; Hogan & Hogan, 2001; Resnick et al., 2009). The concept of humility is considered the opposite of narcissism. Some humility components are as follows: 1- Accurate evaluation of one's abilities and accomplishments; 2- The ability to admit personal mistakes, shortcomings, and limitations; 3. Paying attention to novel ideas, conflicting information, and advice; and 4. Respect for the values of others (Tangney, 2000). Humility in leadership serves several potential functions. First, humility may influence leaders to behave in a manner that is primarily other enhancing, rather than self-enhancing. Second, possession of humility may shield the leaders from receiving public adulation and cause them to shun such attention. Given the potential importance of humility in leaders' and organisations' effectiveness, this concept may provide a novel insight into better observation and understanding of the leadership process. Simultaneously, the humility-leadership relationship in empirical research has received insufficient attention and has not been defined precisely in the academic literature. A few authors of behavioural and organisational science texts have analysed the effects of different variables on humility. In contrast, a few other authors have talked about the potential benefits of humility in organisations (Morris et al., 2005). Referring to specific personality

types, both narcissistic and humility attributes include cognitive, motivational, and behavioural components (Chatterjee & Hambrick, 2007; Ou et al., 2014). Hence, this study aims to gain a comprehensive theoretical perception of the contradiction between these two personality types by examining the following components: **1. Cognitive component:** humility indicates a transcended self-view, a belief in a power greater than the self (Morris et al., 2005). Modest people consider themselves humble against moral laws, ultimate truth, superior power, and larger groups (Grenberg, 2005; Morris et al., 2005;). In contrast, narcissists believe that they are superior and incomparable to others (O'Reilly et al., 2014). Research shows that these opposite concepts can be activated and aligned in different situations (Markus & Wurf, 1987; McConnell, 2010). As a result, humble and narcissistic managers may show a humble face when they need others' praise (for example, when they need to coordinate with the board and senior managers). However, they may demonstrate their narcissistic personality when they need attention (for instance, when they want to attract investors or customers) (Zhang et al., 2017). **2. Motivational component:** humble people are mainly motivated by environmental factors derived from higher and more meaningful goals (Crocker et al., 2008). On the contrary, narcissistic people need glory, power, and prestige (Maccoby, 2004). While most people might be stronger in one orientation than others, some may seek a combination of environmental and personal motivational factors (Garcia & Crocker, 2008). Therefore, the managers who possess both humility and narcissism simultaneously may have an incentive to achieve personal goals and personal authority at the same time (Zhang et al., 2017). **3. Behavioural component:** humility and narcissism are also characterised by different behavioural manifestations. Humble people tend to evaluate themselves and others (Tangney, 2002), confess to their mistakes (Vera & Rodriguez-Lopez, 2004), and seek feedback and correction for their mistakes (Owens et al., 2013a). They would also appreciate others' cooperation and share the achieved honours with them (Tangney, 2002). In contrast, narcissists reject negative feedback (Maccoby, 2004) and attribute desirable outcomes to themselves and undesirable outcomes to others (Brown, 1997).

A paradox perspective on traits

The paradox perspective provides a theoretical perspective to perceive how narcissism and humility can increase managers' effectiveness. One of the most important components of this perspective, which is proposed by (Smith & Lewis, 2011), is that although these two sides of a paradox might be heterogeneous or might even have a negative relationship, they can be interdependent and complementary as well (Chen, 2002). If the combination of narcissism and humility is inconsistent as a paradox, these traits can coexist in reality. Therefore, humility can make narcissistic managers more effective because many aspects of narcissistic leaders' self-esteem can be neutralised by humility. As a result, narcissistic tendencies towards exploiting others are being absorbed into oneself, and demanding admiration can be neutralised by paying attention to others, enhancing their strengths, and seeking their cooperation. Moreover, the potential impacts of constructive aspects of narcissism can be enhanced by humility. For example, managers' excessive self-esteem can be tempered by the awareness of their limits and mistakes. Also, self-regard (narcissism) can be balanced by the recognition of others' successes. Finally, the strong desire for leadership and authority towards others can be

reduced by paying attention to others' unique specialities because others can also have authority and influence people in their particular fields. Therefore, based on the paradox perspective, this study discusses the moderating role of humility in the relationship between narcissism, job engagement, and job embeddedness.

Job engagement

Engagement refers to a stable emotional-motivational state that is independent of any objects, events, or behaviour. Job Engagement refers to the voluntary effort, which is made through physical, cognitive, and emotional energy in work duties (Kahn, 1990). In other words, job engagement is considered 'a positive, fulfilled, and work-related condition' (Schaufeli et al., 2002). Job engagement has three main dimensions: absorption, vigour, and dedication. Absorption refers to focusing on and being immersed at work. The second dimension is vigour, which refers to high energy and mental flexibility to perform the assigned duties (Zacher et al., 2015). The third dimension of job engagement is dedication, characterised by individuals' psychological attachment to and reliance on their work (Schaufeli et al., 2002). Job engagement is conceptually different from job involvement and organisational commitment because job involvement and commitment are concerned with developing a psychological identity with the work or the organisation. In contrast, job engagement indicates a strong reliance on work (Schaufeli & Bakker, 2010). Therefore, in this study, job engagement is measured with three dimensions, *i.e.*, absorption, vigour, and dedication.

Job embeddedness

Job embeddedness is a new paradigm for analysing the employee-manager relationship characterised by specific instances of behaviour, such as satisfaction or commitment (Nafei, 2015). Job embeddedness is also considered a structure consisting of perceptual and psychological forces that can interlink individuals with their jobs (Crossley et al., 2007). The theory of job embeddedness consists of community and organisation dimensions, including three components: links, fit, and sacrifice (Mitchell et al., 2001). Links represent the formal and informal relationships that employees may establish within the work environment and abroad (including family or friends). Fit refers to the perceived compatibility or alignment of one's abilities, interests, and needs with the job in the organisation and society. Finally, sacrifice shows the extent of the financial and psychological costs a person might incur if quitting the job. Accordingly, the employees who are interlinked with their jobs are more suited to their jobs and encouraged to strike relationships with their colleagues in both the workplace and the community. Besides, due to some valuable aspects of organisations, the employees would increasingly tend to remain in the job and develop positive traits such as innovative work behaviour. Therefore, in this study, job embeddedness is measured through relationships, relevance, and sacrifice components.

Innovative behaviour

Innovation-related research has flourished over the past 40 years as organisations have shifted from a bureaucratic and inflexible state to greater flexibility and a flat structure that lays the foundation for teamwork and innovation. Innovative behaviour refers to all

the individual actions taken to generate, introduce, and apply new ideas at every organisation level (Kleysen & Street, 2001). Van de Ven et al. (2000) defined innovation as ‘the process of presenting and implementing novel and fresh ideas in practice.’ Moreover, Scott and Bruce (1994) considered innovative workplace behaviour complex and has three idea generation, idea promotion, and idea implementation stages. Idea generation involves generating new ideas that represent the extent to which a person can be creative. Promoting ideas refers to people’s efforts to gain others’ support and commitment to implement new ideas. The implementation of ideas also refers to more practical efforts in transforming new ideas into practical solutions and implement them in organisational work activities (De Jong & Den Hartog, 2007). Therefore, based on the three dimensions of innovative behaviour, it can be stated that an employee has innovative behaviour and can create new ideas for difficult situations, regularly search for new methods and techniques, and find innovative solutions to problems.

Narcissism, humility, and job engagement

Combining a leader’s narcissism and humility leads to attitudinal motivations in the followers and behavioural motivations such as job performance (Schaufeli & Bakker, 2004). Narcissistic managers will lower their followers’ motivation by ignoring their ideas or failing to value their success. Therefore, humility reduces the impacts of destructive aspects of managers’ narcissism, allowing motivational and constructive aspects of narcissism to stimulate employees, understand the manager’s effectiveness in employees’ minds, and strengthen the sense of supportive leadership. These ideas illustrate the importance of the antecedents of followers’ willingness to engage in their tasks (Dvir et al., 2002). B. P. Owens et al. (2015) examined how narcissism and humility interact to predict the perceived effectiveness of a leader and the followers’ job engagement and performance. The findings indicate a positive relationship between the interaction between the leaders’ narcissism and humility and the employees’ perceived effectiveness of the leader, their level of job engagement, and job performance. Therefore, combining the leaders’ narcissism and humility can increase the employees’ attitudinal and behavioural motivations and motivate them to work harder. Hence, the first and second research hypotheses are defined as:

Hypothesis 1: Leaders’ narcissism has a negative impact on employees’ job engagement.

Hypothesis 2: Narcissistic leaders with high humility will have more engaged followers than narcissistic leaders with low humility.

Narcissism, humility, and job embeddedness

As stated earlier, the conservation of resources theory (Hobfoll, 1989) can explain the effect of leaders’ narcissism on employees’ job embeddedness. According to this theory, resources are valuable to employees motivated by resource storage, protection, and allocation. These resources can include situational resources (positions in the organisation), personal resources (confidence), energy resources (time and money), and physical

resources (physical assets). This theory states that those individuals who want to access, preserve, and save their valuable resources.

Although an increase in resources is associated with positive outcomes, some negative outcomes such as the perception of resource scarcity, the threat of resource loss, or the resource scarcity resulting from excessive use may occur (Hobfoll, 1989). Accordingly, the leaders' narcissism reduces job embeddedness among employees as employees' trust in the manager is reduced, and psychological stress is increased. Brown et al. (2005) believe that employees usually regard their leaders as role models who develop an ethical view of the leader and the organisation through a wide range of leader-follower interactions. Furthermore, under the supervision of a narcissistic leader, employees may have less access to psychological resources, including interpersonal trust (Hobfoll, 1989). In such an environment, employees express their inner emotions by creating an undesirable image in workplace interactions (Hochschild, 1983). As a result, employees will show deviant behaviour that reduces job satisfaction and commitment (Crossley et al., 2007). The paradox perspective can explain the role of humility in the relationship between leaders' narcissism and employee job embeddedness. Also, the combination of leaders' narcissism and humility creates attitudinal and behavioural motivations in employees (Schaufeli & Bakker, 2004). Narcissistic managers discourage employees by ignoring followers' ideas and devaluing their successes. However, humility can reduce the destructive dimensions of managers' narcissism and allow the motivational and constructive dimensions of narcissism to motivate employees and increase their attitudinal and behavioural motivations to work harder. Hence, the third and fourth research hypotheses are expressed as:

Hypothesis 3: Leaders' narcissism has a negative impact on employees' job embeddedness.

Hypothesis 4: Narcissistic leaders with high humility will have more embedded followers than narcissistic leaders with low humility.

Narcissism and innovative behaviour

Zhang et al. (2017) analysed how two seemingly contradictory, yet complementary, characteristics of humility and narcissism in managers could be related to innovation in an organisation. According to their results, the two opposing perspectives of humility and narcissism boost managers' effectiveness in promoting organisational innovation. In other words, humility and narcissism cooperate interactively with two aspects of organisational innovation, *i.e.*, innovative culture and innovative performance. Wales et al. (2013) studied whether organisations run by narcissistic managers had high levels of entrepreneurship or not. The mediating role of entrepreneurial orientation was also analysed in the relationship between managers' narcissism and organisational performance. The results indicated that high levels of managers' narcissism positively correlated with an entrepreneurial orientation by ultimately affecting organisational performance. Kashmiri et al. (2017) investigated the relationship between chief executive officers' narcissistic personalities and firm innovation. The results showed that firms led by narcissistic CEOs are more likely to exhibit a higher rate of new product introductions

and a more significant proportion of radical innovations in their new product portfolios. However, they are also more likely to encounter product-harm crises. Nevicka et al. (2011) indicated that although narcissistic leaders were considered useful because of their authority manifestation, they inhibit information exchange between group members, thereby negatively affecting group performance. Since different results have presented regarding the effect of leaders, narcissism on employee innovation, the fifth research hypothesis is as follows:

Hypothesis 5: Leaders' narcissism affects employees' innovative behaviour.

Job engagement and innovative behaviour

Since innovation benefits the organisation, adopting an innovative approach to the workplace requires employees' substantial efforts. Innovative behaviour involves creating new and different things that require employees to be attracted to and focused on their jobs (absorption). They should also resist the temptation to quit their jobs (vigour) and have the ability to focus on the job (dedication). Numerous studies have analysed the positive impact of job engagement on organisational outputs, including individual innovations, extracurricular performance, organisational commitment, and job performance (Bakker & Bal, 2010; Bakker et al., 2004; Hakanen et al., 2008; Saks, 2006). Hakanen et al. (2008) found that job engagement would increase individual initiatives that increase innovation at work. They believe that employees' energy and work ethics lead to greater mobility and responsibility and increases organisational innovation. These people have favourable emotions leading to creative, exploratory thinking and the implementation of novel ideas. According to Kim and Koo (2017), employees' job engagement directly affects their innovative behaviour. Agarwal et al. (2012) analysed and confirmed the positive relationship between job engagement and innovative behaviour. Thus, the sixth research hypothesis is presented as follows:

Hypothesis 6: Employees' job engagement has a positive impact on their innovative behaviour.

Job embeddedness and innovative behaviour

There are many reasons why employees' job embeddedness increases innovation. Employees with higher job embeddedness are more motivated to do the right thing and perform appropriately to stay in their positions. Employees with higher job embeddedness are also likely to show innovative behaviour because creativity is a crucial measure of increased pay and benefits (Welbourne et al., 1998). Various studies have addressed the relationship between job embeddedness and innovative behaviour. Lee et al. (2004) stated that job embeddedness led to more communications, more excellent balance, and reduction in losing jobs and job benefits; therefore, it would help increase people's motivation to do their duties. As a result, people's motivation for showing good performance in the organisation is managed by a series of emotions and commitments. The

employees committed to their jobs show better work performance because of the favourable feelings about employment relationships with others (fit). For example, when employees experience a high level of fitness with organisational culture and are valued by others, they are willing to share ideas and provide constructive feedback (Kwantes et al., 2007). Higher job embeddedness leads to better performance as employees may feel that obligations resulted from social relationships and bonds with others (links). As the employees are increasingly establishing relationships with organisational networks, they are more committed to meeting or exceeding supervisors' expectations. Besides, job embeddedness results from communication with colleagues; therefore, it will be faster and easier to expand innovation among employees with high job commitment (T. W. Ng & Feldman, 2010). Also, highly embedded employees are motivated to perform correctly because of their strong desire to keep their jobs and ensure that the rewards associated with their current jobs continue to exist in the future (sacrifice). In order to avoid potential sacrifices associated with job loss, highly embedded employees develop strong incentives to engage in innovative behaviour because they want to ensure that their organisations continue to survive and thrive and, therefore, to enhance their job security within their current firm (T. W. H. Ng & Feldman, 2007).

According to the conservation of resources theory (Hobfoll, 1989), Wheeler et al. (2012) conceptualised job embeddedness as a state of resource abundance that employees would invest into work efforts and showed that work effortfully mediated the relationship between on-the-job embeddedness and job performance. In short, embedded employees have strong incentives to exert effort on their jobs and perform properly (Kiazad et al., 2015; T. W. Ng & Feldman, 2010). Moreover, Widiyanto et al. (2012) analysed the effects of job embeddedness and innovative behaviour among hospital pharmacists. They showed that the relationship between these two variables was affected by such motivational factors as a calm workplace (fit), personal relationships with colleagues (links), and no fear of job benefit loss (sacrifice). Therefore, the seventh research hypothesis is as follows:

Hypothesis 7: Employees' job embeddedness has a positive impact on their innovative behaviour.

The mediating role of job engagement and job embeddedness

In an organisation, job embeddedness mediates the relationship between specific job characteristics and employees' attitudes. For example, employees' perceived job support, which reflects the leader-member relationship, strengthens employees' job embeddedness and increases the positive behaviours and attitudes (Holtom & Inderrieden, 2006). Horowitz and Arthur (1988) stated that leaders' excessive narcissism would be associated with decreased motivation and employees' involvement in the job. Employees lose their motivations when narcissistic leaders ignore their ideas and do not share success. In other words, leaders' narcissism reduces employees' attitudinal and behavioural motivations to make efforts for the job. Simultaneously, some studies have confirmed the mediating role of job engagement in the relationship between leaders' interactions with the members and employees' innovative behaviour (Agarwal et al., 2012).

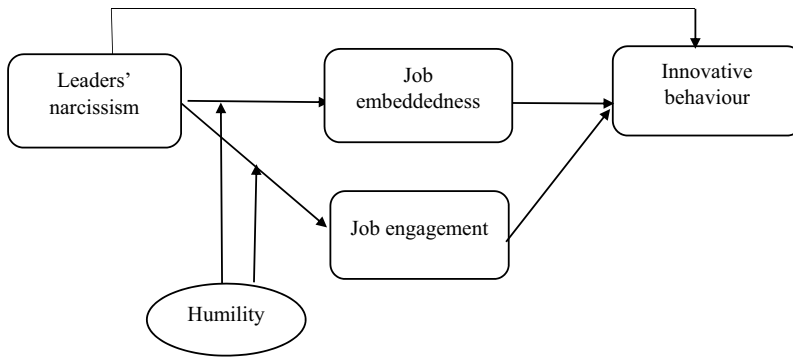


Figure 1. Research framework.

Therefore, job embeddedness and job engagement play a mediating role in the relationship between leaders' narcissism (which states a particular type of leader-follower relationship) and employees' innovative behaviour. Relying on the conservation of resources theory, Harris et al. (2011) analysed an effective relationship between leader-member exchange and organisational outcomes such as job satisfaction with the mediating role of job embeddedness. According to this theory, when a proper interaction is established between a supervisor and a subordinate, it helps obtain and protect valuable resources that lead to the alignment between individuals' needs and organisation objectives (Kiazad et al., 2015). Thus, employees become more embedded with the job and show a greater tendency to display positive behaviour. Hence, the eighth and ninth research hypotheses are listed as follows:

Hypothesis 8: Narcissistic leadership affects employees' innovative behaviour through employees' job embeddedness.

Hypothesis 9: Narcissistic leadership affects employees' innovative behaviour through employees' job engagement.

Based on the hypotheses, [Figure 1](#) depicts the conceptual research model.

Method

Sample

The statistical population includes managers and employees of the Iranian public sector organisations. A manager and one of the fellow employees from each department completed the questionnaires. While collecting data, the researchers visited the organisations in person. They submitted the questionnaires to the respondents to ensure the relevance of managers' and employees' information and encode the gathered data to prevent errors. The data were collected from two different sources to avoid bias in answering the questions. Managers completed the narcissism questionnaire. In contrast, the employees were also given a questionnaire on manager humility, job embeddedness, job engagement, and innovative behaviour. Finally, 455 questionnaires were collected and analysed. Moreover, 85% of the

managers were male. Besides, 25% of the respondents had less than ten years of experience, whereas 48.2% had 10–20 years of experience, and 26.8% had more than 21 years of experience. Finally, 79.7% of the total employees were male.

Measures

The standard measures from previous studies were employed to quantify the variables. Since these measures were developed in English, the questionnaires were translated into Persian with back translation to ensure the accuracy of the translated items (Brislin, 1986). All variables were scored on a five-point Likert scale ranging from ‘Completely Disagree = 1’ to ‘Completely Agree = 5.’ Variables were analysed at an individual level.

Job engagement was measured through the seven-item scale proposed by Schaufeli et al. (2006). A sample item is ‘when I take responsibility, I feel strong and energetic.’ Cronbach’s alpha was 0.903 for this scale.

Job embeddedness was measured through the seven-item scale proposed by Karatepe (2016). A sample item is ‘I can use my skills and talents well in my job.’ Cronbach’s alpha was 0.880 for this scale.

Innovative behaviour was measured through the nine-item scale consisting of the three dimensions named idea generation, idea promotion, and idea implementation (Janssen, 2000). A sample item is ‘I create new ideas for difficult issues.’ Cronbach’s alpha was 0.901 for this scale.

In previous studies, supervisors or other employees evaluated employees’ innovative behaviour, and the results were reliable in both cases, Janssen (2005). Also, Li and Hsu (2016), Akram et al. (2020), and Schweisfurth and Raasch (2020) assessed employees’ opinions on innovative behaviours.

Humility was measured through the nine-item scale proposed by Owens et al. (2013b). A sample item is ‘My manager pursues the feedback actively.’ Cronbach’s alpha was 0.915 for this scale.

Furthermore, to measure leaders’ narcissism, a questionnaire including 14 items from the narcissistic personality test questionnaire of Ames et al. (2006) was used. It is considered one of the best-known narcissism measuring instruments. A sample item is ‘I know I am good because everybody tells me that.’ Cronbach’s alpha was 0.958 for this scale.

Results

Harman’s single-factor test was conducted in order to avoid common error bias in SPSS. Common error bias will be alarming if only one factor emerges or if the first factor with the largest eigenvalue is responsible for a significant portion (over 50%) of the explained variance (Podsakoff et al., 2003). The non-rotated exploratory factor analysis on principal components showed that seven distinct factors with eigenvalues greater than one were extracted from the data.

Therefore, there is no suspicion over the fact that there is only one factor in research data. The first extracted factor with the largest eigenvalue (17.32) accounts for approximately 34.7% of the total variance, which is significantly smaller than 50% of the

explained variance. Besides, all the seven extracted factors account for approximately 63% of the total variance. Hence, the collected data were appropriate and without bias, and that the explained variance was not diverted. No particular concern was also observed in the use of data. The results of the validity test, reliability test, and hypothesis testing are discussed below.

Construct validity was assessed through convergent and discriminant validities. According to Wixom and Watson (2001), the coefficient values greater than 0.5 are considered affirmative for convergent validity. According to Fornell and Larcker (1981), the coefficient values greater than 0.5 are considered affirmative for AVE because it guarantees that its measurement items define at least 50% of a construct's variance. As shown in Table 2, all the items have factor coefficients greater than 0.5 and AVE values of higher than 0.50. The AVE square must be computed to calculate the discriminant validity. This value should be greater than the correlation coefficient between the two variables. Table 1 indicates the calculated values. The table's primary diameter values represent the AVE square, whereas the other values indicate the correlation between the constructs. Finally, it is observed that all the constructs conform to the desirable conditions; therefore, the constructs have discriminant validity. Cronbach's alpha coefficient was employed to test the index's reliability, and the values were higher than 0.7 for all the variables (Table 2).

Table 1 presents the correlation matrix, mean, standard deviation, and AVE square for the research variables, including narcissistic leadership (NL), humility (H), job embeddedness (JE), job engagement (JEN), and innovative behaviour (IB). There is a significant correlation between independent and dependent variables and the mediating variables at the confidence level of 0.99. In addition, the mean for all the variables was reported to be greater than 3.

Determining the measurement models used to define the relationships between the latent and observed variables is the prerequisite for structural equation modelling Schumacker and Lomax (2010) and used the confirmatory factor analysis (CFA) technique and AMOS software.

Table 3 presents the confirmatory factor analysis results, AVE, CR, and Cronbach's alpha for all the variables. The fit indices of the measurement model for various variables are also reported in Table 3, indicating that the measurement models are appropriate.

Table 4 presents the results for the fitness of the SEM model. Three different kinds of goodness-of-fit indices were analysed to verify the model validity. The first group is absolute indices, including $c2/df$ (2.556) and RMSEA (0.074). Wheaton et al. (1977) suggested that the normalised Chi-square values of lower than five would be adequate. The root means a square error of approximation measure also indicated that the model had a satisfactory goodness-of-fit (Hair et al., 1998). The second group

Table 1. Mean, standard deviation, correlation and AVE square.

	MEAN	SD	NL	HL	JE	JEN	IB
NL	3.51	.98	.790				
H	3.57	.70	-.651**	.746			
JE	3.59	.72	-.372**	.466**	.717		
JEN	3.67	.69	-.414**	.588**	.542**	.719	
IB	3.74	.77	-.493**	.667**	.582**	.545**	.712

** the correlation at $p < 0.01$; AVE square are reported from the values on the main diameter of the matrix.

Table 2. The results of CFA for the questionnaire items.

Construct	Item	Factor loading	t- value	AVE	CR	Cronbach 's α
Leaders' narcissism	Q1	.774		.625	.936	.958
	Q2	.814	14.25			
	Q3	.763	13.12			
	Q4	.816	14.29			
	Q5	.744	12.72			
	Q6	.795	13.81			
	Q7	.824	14.46			
	Q8	.750	12.85			
	Q9	.809	14.13			
	Q10	.888	15.93			
	Q11	.848	15.00			
	Q12	.669	11.21			
	Q13	.794	13.80			
	Q14	.762	13.11			
Job embeddedness	Q15	.700	13.04	.515	.790	.880
	Q16	.744	10.69			
	Q17	.719	10.49			
	Q18	.644	9.34			
	Q19	.742	10.66			
	Q20	.755	10.83			
	Q21	.704	10.15			
Humility	Q22	.749		.558	.864	.915
	Q23	.838	13.76			
	Q24	.867	14.30			
	Q25	.685	10.94			
	Q26	.801	13.07			
	Q27	.803	13.11			
	Q28	.824	13.50			
	Q29	.533	8.37			
	Q30	.541	8.51			
	Q31	.849				
Q32	.605	10.30				
Q33	.671	11.81				
Q34	.849	16.68				
Q35	.663	11.60				
Q36	.639	11.06				
Q37	.673	11.85				
Innovative behaviour	Q38	.777	14.53	.508	.895	.901
	Q39	.704	12.59			
	Q40	.707				
	Q41	.861	12.77			
	Q42	.785	11.70			
	Q43	.723	10.81			
	Q44	.622	9.32			
	Q45	.621	9.31			
	Q46	.632	9.47			
	Q47	.648	9.72			
	Q48	.778	11.61			

Table 3. The results of the model-fit.

Models	χ^2	df	χ^2/df	TLI	CFI	RMR	RMSEA
NL	226.971	77	2.94	.902	.910	.064	.073
H	40.19	14	2.87	.901	.907	.045	.071
JE	79.395	27	2.94	.907	.901	.050	.068
JEN	73.063	27	2.706	.924	.943	.034	.079
IB	65.382	23	2.84	.947	.966	.037	.076

Table 4. Standardised structural estimates of the structural model.

	Estimate	S.E.	t- value	p-value
Leaders' narcissism → Job embeddedness	-.429	.055	-5.901	***
Leaders' narcissism → Job engagement	-.412	.062	-6.063	***
Leaders' narcissism → Innovative behaviour	-.222	.049	-3.562	***
Job embeddedness → Innovative behaviour	.467	.073	6.673	***
Job engagement → Innovative behaviour	.342	.052	5.693	***
Leaders' narcissism → Job embeddedness → Innovative behaviour	-.202	.040	-4.970	***
Leaders' narcissism → Job engagement → Innovative behaviour	-.139	.029	-4.694	***

includes relative indices such as the comparative fit index (CFI = 0.930), the normalised fit index (NFI = 0.905), and the incremental fit index (IFI = 0.931). Hu and Bentler (1999) suggested that CFI, NFI, and IFI scores above 0.90 were satisfactory. The third group is the parsimony indices, including the normalised parsimony fit index (PNFI = 0.710) and parsimony goodness-of-fit index (PGFI = 0.611), which were both bigger than 0.50 and leading to a satisfactory model fit. As it can be concluded from the following fit indices, the fitted model's overall validity is confirmed.

In the fitted model, all direct effects of the variables were significant at 0.95 ($p < .05$, $t > 1.96$). The analysis of the research hypotheses showed that narcissistic leadership had significantly negative effects on job embeddedness ($\beta = -0.43$, $p < .05$), job engagement ($\beta = -0.41$, $p < .05$), and innovative behaviour ($\beta = -0.22$, $p < .05$). Hypotheses 6 and 7 evaluated the effects of job engagement and job embeddedness on innovative behaviour. The results showed that job embeddedness ($\beta = 0.47$, $p < .05$) and job engagement ($\beta = 0.34$, $p < .05$) were both effective on innovation behaviour. Moreover, Sobel's test was employed to analyse the indirect effect of narcissistic leadership on innovative behaviour.

$$t - \text{value} = \frac{a*b}{\sqrt{b^2*sa^2+a^2*sb^2}} \quad (1)$$

In this Equation, (a) refers to the effect of the independent variable on the mediating variable, whereas (sa) shows the standard error of the effect of the independent variable on the mediating variable, and (b) indicates the effect of the mediating variable on the dependent variable. Moreover, (sb) represents the standard error of the mediating variable's effect on the dependent variable. Accordingly, the mediating hypotheses were analysed. As Figure 2 depicts, the coefficient of narcissistic leadership on job embeddedness was -0.43 , whereas the coefficient of job embeddedness on innovative behaviour was 0.47 . Thus, the indirect effect of narcissistic leadership on innovative behaviour equalled -0.202 . By substituting the values in Equation (1), the t-value for the indirect effect was calculated to be -4.970 , which exceeds $\pm 1.96\%$. Therefore, this effect was considered significant. In addition, the indirect effect of narcissistic leadership on innovative behaviour through the mediating role of job engagement equalled -0.139 . The significant value for this effect was obtained at -2.432 , which exceeds $\pm 1.96\%$ by substituting Sobel's formula's values. Therefore, it is significant. Table 4 shows the testing results of direct and indirect research hypotheses. The moderated regression analysis was conducted to verify the moderating effects of humility. To eliminate the potential issue of multicollinearity between variables, mean centring was performed by following Aiken et al. (1991) before generating interaction terms. Table 5 lists the results of the moderated regression analyses.

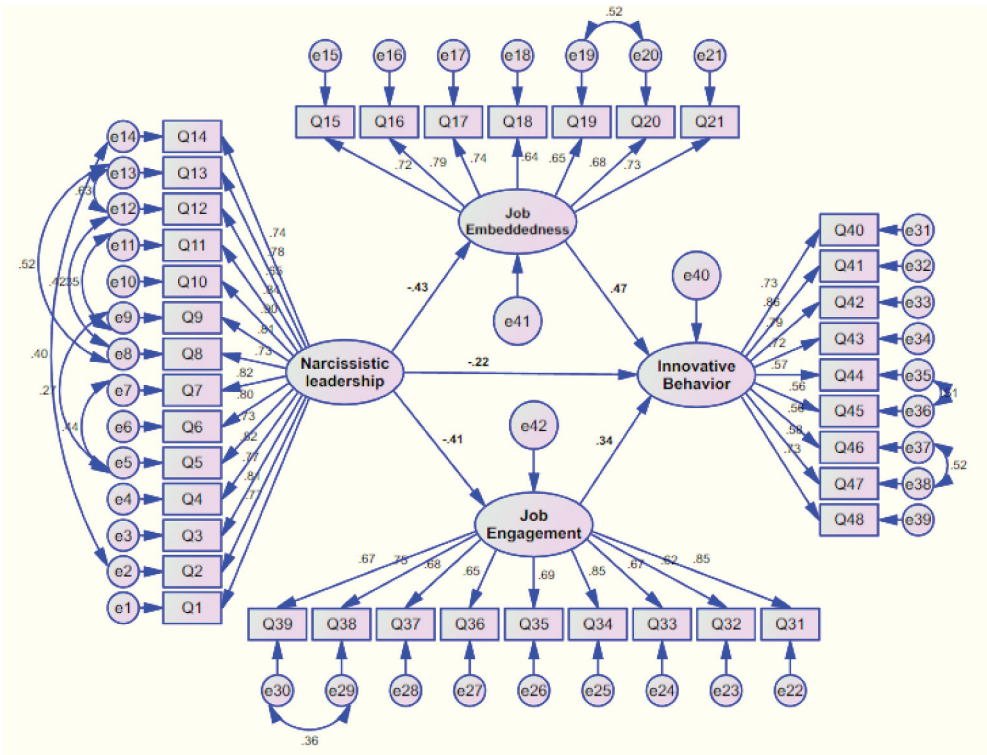


Figure 2. SEM model (Structural and estimation models).

Table 5. The analysis of the moderating effect of humility.

	Dependent variable: Job embeddedness			Dependent variable: Job engagement		
	Model 1	Model 2	Model 3	Model 4	Model 5	Model 6
Control variable						
Sex	.131**	.104	.097*	.107	.067	.060
Age	-.054	-.001	.000	-.072	-.013	-.013
Statuses	.022	.016	.002	-.015	-.020	-.035
Main effects						
Leaders' narcissism		-.123*	-.169**		-.059	-.110
Humility		.375***	.342***		.543***	.507***
Interaction effect						
Leaders' narcissism * Humility			.126**			.140**
R ²	.026	.237	.251	.018	.351	.369
ΔR ²		.211***	.014**		.333***	.018**

(N = 253); * p < 0.10, ** p < 0.05, *** p < 0.01.

Models 1 and 4 illustrate the effects of control variables, including age, gender, and job position, on job embeddedness and job engagement. Models 2 and 5 illustrate the effect of leaders' narcissism and humility leadership on job embeddedness and job engagement. Finally, Models 3 and 6 illustrate the moderating effect of modest leadership. The results of these two models show that leaders' humility had a positive moderating effect on the relationship between narcissistic leadership and job embeddedness ($\beta = .126, p < .05$) and job engagement ($\beta = .140, p < .01$), respectively. Therefore, the moderating hypotheses are

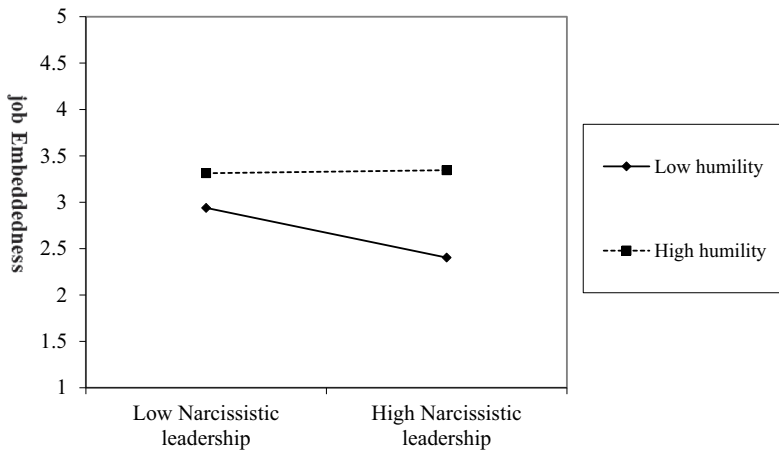


Figure 3. Interactive effects of leader's narcissism and humility on job embeddedness.

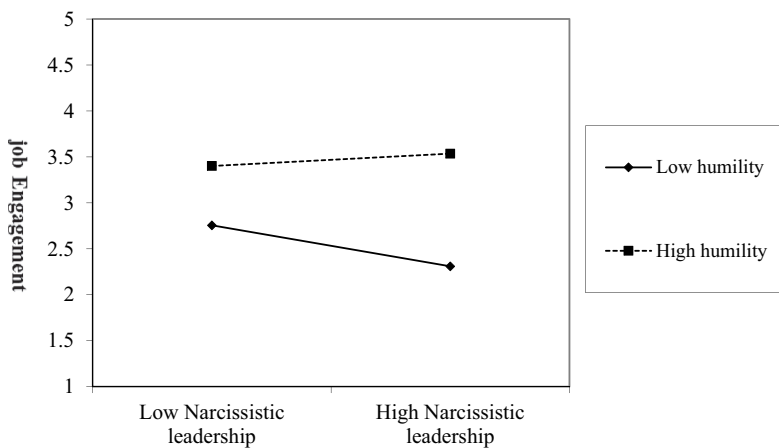


Figure 4. The interactive effects of leader's narcissism and humility on job engagement.

confirmed due to significant changes in the amount of R^2 ($\Delta R^2 = 0.014$, $\Delta R^2 = 0.018$). According to Jaccard et al. (1990), a moderating or an interaction effect is present if there is a significant difference between R^2 values in Models 2 and 3 ($p < 0.05$). For a better illustration of the moderating effect, Figures 3 and 4 show the interactive effects of leaders' narcissism and humility on job embeddedness and job engagement.

Discussion

This study aimed to analyse the effect of leaders' narcissism on employees' innovative behaviour through the mediating role of job engagement and job embeddedness at governmental organisations operating in the stern provinces of Iran. According to the hypothesis testing results, it has been claimed that there is a negative relationship between leaders' narcissism, job engagement, and job embeddedness. Therefore, the

results confirmed the first and third research hypotheses in line with Erkutlu and Chafra (2017) findings and B. P. Owens et al. (2015).

The results of testing the fifth research hypothesis showed that leaders' narcissism has a negative effect on employees' innovative behaviour. In other words, leaders' high level of narcissism reduces employees' innovative behaviour, a finding which is different from the results of Wales et al. (2013).

This difference is explained due to the statistical population (governmental agencies in Iran) and the prevailing culture in these organisations. This study analysed employees' and managers' attitudes, considering that attitudes are influenced by organisations' culture, procedures, and norms. Leaders and managers in the public sector must act within a set framework. Hence, employees see bold actions and leaders' power and authority as negative aspects of narcissism that reduce their attitudinal and behavioural motivations to strive. In a study by Wales et al. (2013), the statistical population included manufacturing companies with advanced industries. High levels of risk-taking, bold actions, and leaders' power and authority are effective in their organisation's success. So employees are encouraged to follow their leaders and generate and promote new ideas.

In other words, the positive aspects of narcissism are more pronounced and yield positive results. The research findings also contradict the study by Kashmiri et al. (2017) because they believe that narcissistic leaders tend to introduce new products and a more significant share of innovation. This study's findings are in line with the results reported by Nevicka et al. (2011). Employees believe that narcissistic leaders adversely affect their performance by preventing information exchange between group members under their leadership. Regarding the effect of leaders' narcissism on job engagement, job embeddedness, and innovative behaviour of employees through the conservation of resources theory, it is stated that leaders' narcissism also destroys employees' resources (such as attention, will, dignity, and respect). In such situations, employees experience more stress, and they may lose their trust in their leader. They will not maintain positive attitudes such as job satisfaction, job engagement, and job embeddedness; instead, they will probably show deviant behaviour (Palanski & Yammarino, 2009; Thau & Mitchell, 2010). Moreover, narcissistic leaders, with their mismanagement styles, such as hostile verbal and non-verbal reactions, weaken employees and cause interpersonal stress while threatening employees. According to the conservation of resources theory, stress is a reaction to an environment in which there is a threat posing loss of resources or lack of resources needed by employees. Employees consider this possible or actual lack of resources to be the greatest threat to themselves (Hobfoll, 1989). Thus, improper supervision of narcissistic leaders is a stressful factor that causes psychological stress among employees and declines performance, satisfaction, job engagement, and job embeddedness.

Based on the second and the fourth hypotheses, the role of humility was confirmed on the relationship between leaders' narcissism and employees' job engagement and job embeddedness. The findings are consistent with B. P. Owens et al. (2015) research. In other words, leaders' narcissism positively affects followers if it is associated with humility. Although the combination of narcissism and humility might be inconsistent as a paradox, these characteristics can coincide in reality. Therefore, humility can make narcissistic managers more effective because many aspects of narcissistic leaders' characteristics can be counteracted by humility. In addition, narcissistic tendencies to take advantage of others, become self-absorbed, and demand praise can be compensated for

by paying attention to others, enhancing their strengths, and seeking more significant contributions. Furthermore, the potential effect of the constructive aspects of narcissism can also be enhanced by humility.

Analysis of the sixth research hypothesis also confirmed the positive relationship between employees' job engagement and innovative behaviour. This finding is in line with the studies conducted by Agarwal et al. (2012); Hakanen et al. (2008). Moreover, job engagement enhances individual innovations, which would increase innovation at work. The higher the extent of job engagement, the more the employees would try to develop a positive feeling that leads to discovering and achieving new information and experiences (Bakker & Demerouti, 2008; Fredrickson, 2001).

According to the data analysis results related to the seventh research hypothesis, employees' job embeddedness can affect their innovative behaviour. This finding is in line with the findings of T. W. Ng and Feldman (2010), Lee et al. (2004), and Widiyanto et al. (2012). Since job embeddedness leads to higher communications, more remarkable aptness, and reduced job abandonment and job loss benefits, employees are motivated to conduct more activities. Therefore, based on the results, it can be said that the more measures are taken to create fit, communication, and strengthen the level of sacrifice in employees, the more people will be motivated to perform well in the organisation and strive for creativity and innovation. Furthermore, the results of the eighth and the ninth research hypotheses confirmed the mediating roles of job embeddedness and job engagement in the relationship between leaders' narcissism and employees' innovative behaviour. Based on the conservation of resources theory, narcissistic leaders are likely to conserve limited resources (including time and energy) by interacting with their designated followers rather than interacting with others. Ultimately, narcissism affects performance and behaviour. Burris et al. (2008) believe that employees' output was affected by their evaluation of leaders' communication environment. According to this theory, proper interactions between a supervisor and a subordinate help achieve and protect valuable resources that align individuals' needs with the organisation (Kiazad et al., 2015). Thus, employees become more embedded with their jobs and more likely to display positive behaviour.

Theoretical implications

This study helps developing leadership literature in various ways. First, based on the conservation of resources theory, the results showed how leaders' characteristics, behaviour, and interactions with followers could increase their effectiveness and the emergence of employees' attitudes such as job engagement and job embeddedness, and innovative behaviour. In fact, leaders lay the foundation of trust to employees to conserve resources based on their relationship with followers. When a manager interacts with some people who are useful in gaining the resources they need and does not interact equally with others, this relationship and interaction can affect employee trust in the leader. Therefore, according to the conservation of resource theory, leaders' narcissism reduces job embeddedness in employees because employees' trust in the manager decreases, and they experience higher levels of psychological stress. According to Brown et al. (2005), employees often see their leaders as role models who develop an ethical view of the leader and the organisation through a wide range of leader-follower interactions. Under the guidance of

a narcissistic leader, employees have less access to psychological resources, including interpersonal trust and expressing their inner feelings by creating a negative image through workplace interactions. As a result, employees engage in deviant behaviour that would reduce job satisfaction, commitment, and embeddedness (Crossley et al., 2007). Second, although various studies have been based on the paradox perspective to analyse organisational phenomena such as competition and cooperation (Chen, 2008), as well as exploration and exploitation (Jansen et al., 2009), Cameron (1986) believed that contradictions had identified the most influential organisations. This study also addresses the paradox perspective at the micro-level and offers new directions in analysing contradictions in leaders' traits, although a combination of narcissism and humility may seem like an inconsistent contradiction. However, in reality, these traits can coexist and lead to desirable outcomes. An alternative approach is to affect leaders' traits because traits can influence behaviour in interaction with each other. Third, the results showed that leaders' narcissism on employees' attitudes and performance was influenced by a degree of leaders' humility. Therefore, this study helps develop a complementary leadership approach by analysing the effects of conflicting traits on employees' outputs. It is possible to analyse what other micro-level styles have in conflict with each other if they interact with each other. Fourth, the traditional views of leadership found charismatic and narcissistic personalities appropriate for leading an organisation and considered leaders to be organisational heroes. However, corporate scandals and bad decisions, which have been accredited to the uninhibited ego of the leader or narcissistic leadership and arrogance (Chatterjee & Hambrick, 2007) Therefore, there have been shifts to more ethical and people-centred leadership styles by proposing such theories as servant leadership, ethical leadership, and spiritual leadership. Various researchers have also analysed the topic of humility in leadership theory (Morris et al., 2005; Ou et al., 2014; Owens & Hekman, 2012). The findings also showed that leaders' humility benefited both employees and organisations. Collins (2001) introduced the idea of fifth-level leadership, which considers the duality of humility and professional will in leadership as promising and vital for a company's long-term success. Thus, a level 5 leader is 'an individual who blends extreme personal humility with an intense professional will.' Fifth-level leaders are the leaders who shun selfish and arrogant needs and think of a larger goal, i.e., organisational excellence, which is their ambition in the first place. Everything is for the organisation and not for leaders. A characteristic of leaders is that they attribute success to external factors other than themselves and take responsibility for the unfavourable situation. This study provides a new direction for future research into leaders' humility and the fifth-level leaders.

Practical implications

According to the research results, some suggestions can be made for the practical implementation of findings. Initially, it is suggested that applicants for managerial positions in organisations should take personality tests and assessments. While traditional perspectives regard charismatic and narcissistic individuals as appropriate for leadership in organisations, the results of this study showed that leaders' humility had benefits and advantages for both employees and organisations.

It was also discussed in the literature that level-five leadership would be considered optimal for organisations. The leaders, who turn away from selfish and arrogant needs

and think of a greater purpose, which is organisational excellence, are believed to be those whose ambition is set for the organisation and not for themselves.

Moreover, these leaders attribute success to external factors and take responsibility for undesirable situations. Hence, it is essential to hold various courses and train senior executives to improve these characteristics and perspectives. It is also essential to help managers increase self-awareness of personal values and personality traits and help narcissistic leaders find ways to moderate their negative behaviour. Simultaneously, since developing an atmosphere of creativity and innovation in organisations requires proper alignment and integration and management of contradictions, managers, or leaders with both narcissism and humility, can cooperate in dealing with challenges.

Furthermore, forming a management team where individuals have different and complementary characters can also address this need.

Limitations

Despite the development of literature on leadership and the combination of different leadership styles for enhancing employees' innovative behaviour at governmental organisations in the eastern provinces of Iran, this study also faces some limitations that may be the basis for future researches. Since the statistical populations were managers and responsible individuals of the public sector organisations in the eastern part of Iran, it might be impossible to generalise the results to industrial and private sectors.

Due to the statistical population size and the difficulty of collecting information longitudinally in several stages, cross-sectional research is another limitation of the study. Therefore, it is suggested to study the relationships between research variables longitudinally and at different times in future studies.

Also, since the present study is cross-sectional, there may be an inverse relationship between variables that can be suggested for future research.

As mentioned earlier, in some studies, innovative behaviour was assessed by employees, or in some other studies, innovative behaviour was assessed by both employees and managers. In both cases, the results were consistent and reliable. Employees' self-assessment of their innovative behaviours can be considered a limitation in the present study. In future research, the study of this variable by managers of organisations is suggested.

Disclosure statement

No potential conflict of interest was reported by the author(s).

References

- Agarwal, U., Datta, S., Blake-Beard, S., & Bhargava, S. (2012). Linking LMX, innovative work behavior and turnover intentions: The mediating role of work engagement. *Career Development International*, 17(3), 208–230. <https://doi.org/10.1108/13620431211241063>
- Aiken, L. S., West, S. G., & Reno, R. R. (1991). *Multiple regression: Testing and interpreting interactions*. Sage.
- Akram, T., Lei, S., Haider, M. J., & Hussain, S. T. (2020). The impact of organizational justice on employee innovative work behavior: Mediating role of knowledge sharing. *Journal of Innovation & Knowledge*, 5(2), 117–129. <https://doi.org/10.1016/j.jik.2019.10.001>

- American Psychiatric Association. (2000). *Diagnostic and statistical manual of mental disorders revised* (4th ed.). APA.
- American Psychiatric Association [APA]. (1994). *Diagnostic and statistical manual of mental disorders* (4th ed.). American Psychiatric Association.
- Ames, D. R., Rose, P., & Anderson, C. P. (2006). The NPI-16 as a short measure of narcissism. *Journal of Research in Personality*, 40(4), 440–450. <https://doi.org/10.1016/j.jrp.2005.03.002>
- Bakker, A. B., & Bal, M. P. (2010). Weekly work engagement and performance: A study among starting teachers. *Journal of Occupational and Organizational Psychology*, 83(1), 189–206. <https://doi.org/10.1348/096317909x402596>
- Bakker, A. B., & Demerouti, E. (2008). *Towards a model of work engagement*. Career Development International.
- Bakker, A. B., Demerouti, E., & Verbeke, W. (2004). Using the job demands-resources model to predict burnout and performance. *Human Resource Management: Published in Cooperation with the School of Business Administration, the University of Michigan and in Alliance with the Society of Human Resources Management*, 43(1), 83–104. <https://doi.org/10.1002/hrm.20004>
- Brislin, R. W. (1986). The wording and translation of research instruments. In W. J. Lonner & J. W. Berry (Eds.), *Cross-cultural research and methodology series, Vol. 8. Field methods in cross-cultural research* (p. 137–164). Sage Publications, Inc.
- Brown, A. D. (1997). Narcissism, identity, and legitimacy. *Academy of Management Review*, 22(3), 643–686. <https://doi.org/10.5465/amr.1997.9708210722>
- Brown, M. E., Treviño, L. K., & Harrison, D. A. (2005). Ethical leadership: A social learning perspective for construct development and testing. *Organizational Behavior and Human Decision Processes*, 97(2), 117–134. <https://doi.org/10.1016/j.obhdp.2005.03.002>
- Burris, E. R., Detert, J. R., & Chiaburu, D. S. (2008). Quitting before leaving: The mediating effects of psychological attachment and detachment on voice. *Journal of Applied Psychology*, 93(4), 912. <https://doi.org/10.1037/0021-9010.93.4.912>
- Cameron, K. S. (1986). Effectiveness as a paradox: Consensus and conflict in conceptions of organizational effectiveness. *Management Science*, 32(5), 539–553. <https://doi.org/10.1287/mnsc.32.5.539>
- Campbell, W. K., Brunell, A. B., & Finkel, E. J. (2006). Narcissism, interpersonal self-regulation, and romantic relationships: An agency model approach. In E. J. Finkel & K. D. Vohs (Eds.), *Self and relationships: Connecting intrapersonal and interpersonal processes* (pp. 57–83). Guilford.
- Campbell, W. K., & Campbell, S. M. (2009, April 1). On the self-regulatory dynamics created by the peculiar benefits and costs of narcissism: A contextual reinforcement model and examination of leadership. *Self and Identity*, 8(2–3), 214–232. <https://doi.org/10.1080/15298860802505129>
- Campbell, W. K., & Foster, C. A. (2002). Narcissism and commitment in romantic relationships: An investment model analysis. *Personality and Social Psychology Bulletin*, 28(4), 484–495. <https://doi.org/10.1177/0146167202287006>
- Chatterjee, A., & Hambrick, D. C. (2007, September). It is all about me: Narcissistic Chief Executive Officers and their effects on company strategy and performance. *Administrative Science Quarterly*, 52(3), 351–386. <https://doi.org/10.2189/asqu.52.3.351>
- Chen, M.-J. (2002). Transcending paradox: The Chinese “middle way” perspective. *Asia Pacific Journal of Management*, 19(2/3), 179–199. <https://doi.org/10.1023/A:1016235517735>
- Chen, M.-J. (2008). Reconceptualizing the competition—cooperation relationship: A transparadox perspective. *Journal of Management Inquiry*, 17(4), 288–304. <https://doi.org/10.1177/1056492607312577>
- Collins, J. (2001). Level 5 Leadership. *Harvard Business Review*, 79(1), 66–76.
- Crocker, J., Garcia, J. A., & Nuer, N. (2008). From egosystem to ecosystem in intergroup interactions: Implications for intergroup reconciliation. *The Social Psychology of Intergroup Reconciliation*, Oxford University Press, 171–194.
- Crossley, C. D., Bennett, R. J., Jex, S. M., & Burnfield, J. L. (2007). Development of a global measure of job embeddedness and integration into a traditional model of voluntary turnover. *Journal of Applied Psychology*, 92(4), 1031. <https://doi.org/10.1037/0021-9010.92.4.1031>

- De Jong, J. P., & Den Hartog, D. N. (2007). How leaders influence employees' innovative behavior. *European Journal of Innovation Management*, 10(1), 41–64. <https://doi.org/10.1108/14601060710720546>
- Dvir, T., Eden, D., Avolio, B. J., & Shamir, B. (2002). Impact of transformational leadership on follower development and performance: A field experiment. *Academy of Management Journal*, 45 (4), 735–744. <https://doi.org/10.2307/3069307>
- Eisenhardt, K. M. (2000). Paradox, spirals, ambivalence: The new language of change and pluralism. *Academy of Management Review*, 25(4), 703–705. <https://doi.org/10.5465/amr.2000.3707694>
- Erkutlu, H. V., & Chafra, J. (2017). Leader narcissism and subordinate embeddedness. *EuroMed Journal of Business*, 12(2), 146–162. <https://doi.org/10.1108/EMJB-04-2016-0012>
- Fornell, C., & Larcker, D. F. (1981). Evaluating structural equation models with unobservable variables and measurement error. *Journal of Marketing Research*, 18(1), 39–50. <https://doi.org/10.1177/002224378101800104>
- Fredrickson, B. L. (2001). The role of positive emotions in positive psychology: The broaden-and-build theory of positive emotions. *American Psychologist*, 56(3), 218. <https://doi.org/10.1037/0003-066X.56.3.218>
- Galasso, A., & Simcoe, T. S. (2011). CEO overconfidence and innovation. *Management Science*, 57 (8), 1469–1484. <https://doi.org/10.1287/mnsc.1110.1374>
- Garcia, J. A., & Crocker, J. (2008, August). Reasons for disclosing depression matter: The consequences of having egosystem and ecosystem goals. *Social Science & Medicine*, 67(3), 453–462. <https://doi.org/10.1016/j.socscimed.2008.03.016>
- Grenberg, J. (2005). *Kant and the ethics of humility: A story of dependence, corruption, and virtue*. Cambridge University Press.
- Hair, J. F., Tatham, R. L., & William, C. B. (1998). *Multivariate Data Analysis* (P. N. I. Edition, Ed. 7th ed.). Kennesaw State University.
- Hakanen, J. J., Perhoniemi, R., & Toppinen-Tanner, S. (2008). Positive gain spirals at work: From job resources to work engagement, personal initiative, and work-unit innovativeness. *Journal of Vocational Behaviour*, 73(1), 78–91. <https://doi.org/10.1016/j.jvb.2008.01.003>
- Harris, K. J., Wheeler, A. R., & Kacmar, K. M. (2011). The mediating role of organizational job embeddedness in the LMX–outcomes relationships. *The Leadership Quarterly*, 22(2), 271–281. <https://doi.org/10.1016/j.leaqua.2011.02.003>
- Hobfoll, S. E. (1989). Conservation of resources: A new attempt at conceptualizing stress. *American Psychologist*, 44(3), 513. <https://doi.org/10.1037/0003-066X.44.3.513>
- Hochschild, A. R. (1983). *The managed heart: Commercialization of human feeling*. Univ of California Press.
- Hogan, R., Curphy, G. J., & Hogan, J. (1994). What we know about leadership: Effectiveness and personality. *American Psychologist*, 49(6), 493–504. <https://doi.org/10.1037/0003-066X.49.6.493>
- Hogan, R., & Hogan, J. (2001). Assessing leadership: A view from the dark side. *International Journal of Selection and Assessment*, 9(1–2), 40–51. <https://doi.org/10.1111/1468-2389.00162>
- Holtom, B. C., & Inderrieden, E. J. (2006). Integrating the unfolding model and job embeddedness model to better understand voluntary turnover. *Journal of Managerial Issues*, 18(4), 435–452. <http://www.jstor.org/stable/40604552>
- Horowitz, M. J., & Arthur, R. J. (1988). Narcissistic rage in leaders: The intersection of individual dynamics and group process. *International Journal of Social Psychiatry*, 34(2), 135–141. <https://doi.org/10.1177/002076408803400208>
- House, R. J., & Howell, J. M. (1992, June). Personality and charismatic leadership. *The Leadership Quarterly*, 3(2), 81–108. [https://doi.org/10.1016/1048-9843\(92\)90028-E](https://doi.org/10.1016/1048-9843(92)90028-E)
- Hu, L. T., & Bentler, P. M. (1999). Cutoff criteria for fit indexes in covariance structure analysis: Conventional criteria versus new alternatives. *Structural Equation Modeling: A Multidisciplinary Journal*, 6(1), 1–55. <https://doi.org/10.1080/10705519909540118>
- Jaccard, J., Wan, C. K., & Turrisi, R. (1990). The detection and interpretation of interaction effects between continuous variables in multiple regression. *Multivariate Behavioral Research*, 25(4), 467–478. https://doi.org/10.1207/s15327906mbr2504_4

- Jansen, J. J., Vera, D., & Crossan, M. (2009). Strategic leadership for exploration and exploitation: The moderating role of environmental dynamism. *The Leadership Quarterly*, 20(1), 5–18. <https://doi.org/10.1016/j.leaqua.2008.11.008>
- Janssen, O. (2000). Job demands, perceptions of effort-reward fairness, and innovative work behavior. *Journal of Occupational and Organizational Psychology*, 73(3), 287–302. <https://doi.org/10.1348/096317900167038>
- Janssen, O. (2005). The joint impact of perceived influence and supervisor supportiveness on employee innovative behaviour. *Journal of Occupational and Organizational Psychology*, 78(4), 573–579. <https://doi.org/10.1348/096317905X25823>
- Jiang, K., Liu, D., McKay, P. F., Lee, T. W., & Mitchell, T. R. (2012). When and how is job embeddedness predictive of turnover? A meta-analytic investigation. *Journal of Applied Psychology*, 97(5), 1077. <https://doi.org/10.1037/a0028610>
- Kahn, W. A. (1990). Psychological Conditions of Personal Engagement and Disengagement at Work. *Academy of Management Journal*, 33(4), 692–724. <https://doi.org/10.5465/256287>
- Karatepe, O. M. (2016). Does job embeddedness mediate the effects of coworker and family support on creative performance? An empirical study in the hotel industry. *Journal of Human Resources in Hospitality & Tourism*, 15(2), 119–132. <https://doi.org/10.1080/15332845.2016.1084852>
- Kashmiri, S., Nicol, C. D., & Arora, S. (2017, September 1). Me, myself, and I: Influence of CEO narcissism on firms' innovation strategy and the likelihood of product-harm crises. *Journal of the Academy of Marketing Science*, 45(5), 633–656. <https://doi.org/10.1007/s11747-017-0535-8>
- Kiazad, K., Holtom, B. C., Hom, P. W., & Newman, A. (2015). Job embeddedness: A multifoci theoretical extension. *Journal of Applied Psychology*, 100(3), 641. <https://doi.org/10.1037/a0038919>
- Kickul, J., & Gundry, L. (2002). Prospecting for strategic advantage: The proactive entrepreneurial personality and small firm innovation. *Journal of Small Business Management*, 40(2), 85–97. <https://doi.org/10.1111/1540-627X.00042>
- Kim, M.-S., & Koo, D.-W. (2017). Linking LMX, engagement, innovative behavior, and job performance in hotel employees. *International Journal of Contemporary Hospitality Management*, 29(12), 3044–3062. <https://doi.org/10.1108/IJCHM-06-2016-0319>
- Kleysen, R. F., & Street, C. T. (2001). Toward a multi-dimensional measure of individual innovative behavior. *Journal of Intellectual Capital*, 2(3), 284–296. <https://doi.org/10.1108/EUM0000000005660>
- Kohut, H. (2013). *The analysis of the self: A systematic approach to the psychoanalytic treatment of narcissistic personality disorders*. University of Chicago Press.
- Kwantes, C. T., Arbour, S., & Boglarsky, C. A. (2007). Organizational culture fit and outcomes in six national contexts: An organizational level analysis. *Journal of Organizational Culture, Communication, and Conflict*, 11(2), 95–111.
- Lee, T. W., Mitchell, T. R., Sablinski, C. J., Burton, J. P., & Holtom, B. C. (2004). The effects of job embeddedness on organizational citizenship, job performance, volitional absences, and voluntary turnover. *Academy of Management Journal*, 47(5), 711–722. <https://doi.org/10.5465/20159613>
- Lewis, M. W. (2000). Exploring paradox: Toward a more comprehensive guide. *Academy of Management Review*, 25(4), 760–776. <https://doi.org/10.5465/amr.2000.3707712>
- Li, M., & Hsu, C. H. (2016). Linking customer-employee exchange and employee innovative behavior. *International Journal of Hospitality Management*, 56, 87–97. <https://doi.org/10.1016/j.ijhm.2016.04.015>
- Maccoby, M. (2004). Narcissistic leaders: The incredible pros, the inevitable cons. *Harvard Business Review*, 82(1), 92–101.
- Markus, H., & Wurf, E. (1987). The dynamic self-concept: A social psychological perspective. *Annual Review of Psychology*, 38(1), 299–337. <https://doi.org/10.1146/annurev.ps.38.020187.001503>

- McConnell, A. R. (2010, February 1). The multiple self-aspects framework: Self-concept representation and its implications. *Personality and Social Psychology Review*, 15(1), 3–27. <https://doi.org/10.1177/1088868310371101>
- Mitchell, T. R., Holtom, B. C., Lee, T. W., Sablinski, C. J., & Erez, M. (2001). Why people stay: Using job embeddedness to predict voluntary turnover. *Academy of Management Journal*, 44(6), 1102–1121. <https://doi.org/10.5465/3069391>
- Morris, J. A., Brotheridge, C. M., & Urbanski, J. C. (2005, October 1). Bringing humility to leadership: Antecedents and consequences of leader humility. *Human Relations*, 58(10), 1323–1350. <https://doi.org/10.1177/0018726705059929>
- Nafei, W. (2015). The effects of job embeddedness on organizational cynicism and employee performance: A study on Sadat City University. *International Journal of Business Administration*, 6(1), 8. <https://doi.org/10.5430/ijba.v6n1p8>
- Nevicka, B., Ten Velden, F. S., De Hoogh, A. H. B., & Van Vianen, A. E. M. (2011). Reality at odds with perceptions: Narcissistic leaders and group performance. *Psychological Science*, 22(10), 1259–1264. <https://doi.org/10.1177/0956797611417259>
- Ng, T. W., & Feldman, D. C. (2010). The impact of job embeddedness on innovation-related behaviors. *Human Resource Management*, 49(6), 1067–1087. <https://doi.org/10.1002/hrm.20390>
- Ng, T. W. H., & Feldman, D. C. (2007). Organizational embeddedness and occupational embeddedness across career stages. *Journal of Vocational Behavior*, 70(2), 336–351. <https://doi.org/10.1016/j.jvb.2006.10.002>
- O'Reilly, C. A., Doerr, B., Caldwell, D. F., & Chatman, J. A. (2014, April 1). Narcissistic CEOs and executive compensation. *The Leadership Quarterly*, 25(2), 218–231. <https://doi.org/10.1016/j.leaqua.2013.08.002>
- Ou, A. Y., Tsui, A. S., Kinicki, A. J., Waldman, D. A., Xiao, Z., & Song, L. J. (2014, March 1). Humble Chief Executive Officers' connections to top management team integration and middle managers' responses. *Administrative Science Quarterly*, 59(1), 34–72. <https://doi.org/10.1177/0001839213520131>
- Owens, B., Johnson, M., & Mitchell, T. (2013a). Expressed humility in organizations: Implications for performance, teams, and leadership. *Organization Science*, 24(5), 1517–1538. <https://doi.org/10.1287/orsc.1120.0795>
- Owens, B., Johnson, M., & Mitchell, T. (2013b). Expressed humility in organizations: Implications for performance, teams, and leadership. *Organization Science*, 24(5), 1517–1538. <https://doi.org/10.1287/orsc.1120.0795>
- Owens, B. P., & Hekman, D. R. (2012). Modeling how to grow: An inductive examination of humble leader behaviors, contingencies, and outcomes. *Academy of Management Journal*, 55(4), 787–818. <https://doi.org/10.5465/amj.2010.0441>
- Owens, B. P., Wallace, A. S., & Waldman, D. A. (2015). Leader narcissism and follower outcomes: The counterbalancing effect of leader humility. *Journal of Applied Psychology*, 100(4), 1203–1213. <https://doi.org/10.1037/a0038698>
- Palanski, M. E., & Yammarino, F. J. (2009). Integrity and leadership: A multi-level conceptual framework. *The Leadership Quarterly*, 20(3), 405–420. <https://doi.org/10.1016/j.leaqua.2009.03.008>
- Paulhus, D. L., & Williams, K. M. (2002). The Dark Triad of personality: Narcissism, Machiavellianism, and psychopathy. *Journal of Research in Personality*, 36(6), 556–563. [https://doi.org/10.1016/S0092-6566\(02\)00505-6](https://doi.org/10.1016/S0092-6566(02)00505-6)
- Podsakoff, P. M., MacKenzie, S. B., Lee, J.-Y., & Podsakoff, N. P. (2003). Common method biases in behavioral research: A critical review of the literature and recommended remedies. *Journal of Applied Psychology*, 88(5), 879. <https://doi.org/10.1037/0021-9010.88.5.879>
- Renko, M., El Tarabishy, A., Carsrud, A. L., & Brännback, M. (2015, January 1). Understanding and measuring entrepreneurial leadership style. *Journal of Small Business Management*, 53(1), 54–74. <https://doi.org/10.1111/jsbm.12086>
- Resnick, C. J., Whitman, D. S., Weingarden, S. M., & Hiller, N. (2009). The bright-side and the dark-side of CEO personality: Examining core self-evaluations, narcissism, transformational

- leadership, and strategic influence. *Journal of Applied Psychology*, 94(6), 1365–1381. <https://doi.org/10.1037/a0016238>
- Rothbard, N. P., & Patil, S. V. (2011). *Being there: Work engagement and positive organizational scholarship*. The Oxford Handbook of Positive Organizational Scholarship.
- Saks, A. M. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*, 21(7), 600–619. <https://doi.org/10.1108/02683940610690169>
- Schaufeli, W. B., & Bakker, A. B. (2004). Job demands, job resources, and their relationship with burnout and engagement: A multi-sample study. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, 25(3), 293–315. <https://doi.org/10.1002/job.248>
- Schaufeli, W. B., & Bakker, A. B. (2010). Defining and measuring work engagement: Bringing clarity to the concept. *Work Engagement: A Handbook of Essential Theory and -Research*, Psychology Press, 12, 10–24.
- Schaufeli, W. B., Bakker, A. B., & Salanova, M. (2006). The measurement of work engagement with a short questionnaire: A cross-national study. *Educational and Psychological Measurement*, 66(4), 701–716. <https://doi.org/10.1177/0013164405282471>
- Schaufeli, W. B., Salanova, M., González-Romá, V., & Bakker, A. B. (2002). The measurement of engagement and burnout: A two sample confirmatory factor analytic approach. *Journal of Happiness Studies*, 3(1), 71–92. <https://doi.org/10.1023/A:1015630930326>
- Schumacker, R. E., & Lomax, R. G. (2010). *beginner's guide to structural equation modeling* (3rd ed.). Routledge.
- Schweisfurth, T. G., & Raasch, C. (2020). Caught between the users and the firm: How does identity conflict affect employees' innovative behavior. *Creativity and Innovation Management*, 29(3), 380–397. <https://doi.org/10.1111/caim.12380>
- Scott, S. G., & Bruce, R. A. (1994). Determinants of innovative behavior: A path model of individual innovation in the workplace. *Academy of Management Journal*, 37(3), 580–607. <https://doi.org/10.5465/256701>
- Smith, W. K., & Lewis, M. W. (2011). Toward a theory of paradox: A dynamic equilibrium model of organizing. *Academy of Management Review*, 36(2), 381–403. <https://doi.org/10.5465/amr.2009.0223>
- Soyer, R. B., Rovenpor, J. L., & Kopelman, R. E. (1999). Narcissism and achievement motivation as related to three facets of the sales role: Attraction, satisfaction, and performance. *Journal of Business and Psychology*, 14(2), 285–304. <https://doi.org/10.1023/A:1022147326001>
- Tangney, J. P. (2000, March 1). Humility: Theoretical perspectives, empirical findings and directions for future research. *Journal of Social and Clinical Psychology*, 19(1), 70–82. <https://doi.org/10.1521/jscp.2000.19.1.70>
- Tangney, J. P. (2002). Humility. In C. R. Snyder & S. J. Lopez (Eds.), *Handbook of positive psychology* (pp. 411–419). Oxford University Press.
- Thau, S., & Mitchell, M. S. (2010). Self-gain or self-regulation impairment? Tests of competing explanations of the supervisor abuse and employee deviance relationship through perceptions of distributive justice. *Journal of Applied Psychology*, 95(6), 1009. <https://doi.org/10.1037/a0020540>
- Van de Ven, A. H., Angle, H. L., & Poole, M. S. (2000). *Research on the management of innovation: The Minnesota studies*. Oxford University Press on Demand.
- Vera, D., & Rodriguez-Lopez, A. (2004, December 1). Strategic Virtues: Humility as a source of competitive advantage. *Organizational Dynamics*, 33(4), 393–408. <https://doi.org/10.1016/j.orgdyn.2004.09.006>
- Wales, W. J., Patel, P. C., & Lumpkin, G. T. (2013). In pursuit of greatness: CEO narcissism, entrepreneurial orientation, and firm performance variance. *Journal of Management Studies*, 50(6), 1041–1069. <https://doi.org/10.1111/joms.12034>
- Weick, K. E. (2000). In M. Beer & N. Nohria (Eds.). *Emergent change as a universal in organizations*. Breaking the code of change, pp. 223–242.

- Weiss, H. M., & Knight, P. A. (1980, April 1). The utility of humility: Self-esteem, information search, and problem-solving efficiency. *Organizational Behavior and Human Performance*, 25(2), 216–223. [https://doi.org/10.1016/0030-5073\(80\)90064-1](https://doi.org/10.1016/0030-5073(80)90064-1)
- Welbourne, T. M., Johnson, D. E., & Erez, A. (1998). The role-based performance scale: Validity analysis of a theory-based measure. *Academy of Management Journal*, 41(5), 540–555. <https://doi.org/10.5465/256941>
- Wheaton, B., Muthen, B., Alwin, D. F., & Summers, G. F. (1977). Assessing reliability and stability in panel models. *Sociological Methodology*, 8, 84–136. <https://doi.org/10.2307/270754>
- Wheeler, A. R., Harris, K. J., & Sablynski, C. J. (2012). How do employees invest abundant resources? The mediating role of work effort in the job-embeddedness/job-performance relationship. *Journal of Applied Social Psychology*, 42(1), E244–E266. <https://doi.org/10.1111/j.1559-1816.2012.01023.x>
- Widianto, S., Abdullah, R., Kautsar, A., & Meiyanti, S. (2012). *The effect of job embeddedness on work engagement and innovative behavior*. SSRN 2180736.
- Wixom, B. H., & Watson, H. J. (2001). An empirical investigation of the factors affecting data warehousing success. *MIS Quarterly*, 25(1), 17–41. <https://doi.org/10.2307/3250957>
- Yadav, M. S., Prabhu, J. C., & Chandy, R. K. (2007). Managing the future: CEO attention and innovation outcomes. *Journal of Marketing*, 71(4), 84–101. <https://doi.org/10.1509/jmkg.71.4.084>
- Zacher, H., Chan, F., Bakker, A. B., & Demerouti, E. (2015). Selection, optimization, and compensation strategies: Interactive effects on daily work engagement. *Journal of Vocational Behavior*, 87, 101–107. <https://doi.org/10.1016/j.jvb.2014.12.008>
- Zhang, H., Ou, A. Y., Tsui, A. S., & Wang, H. (2017, October 1). CEO humility, narcissism, and firm innovation: A paradox perspective on CEO traits. *The Leadership Quarterly*, 28(5), 585–604. <https://doi.org/10.1016/j.leaqua.2017.01.003>