

Assessing the Roles of Organizational Aggression and Workplace Gossiping between Narcissistic Leadership and Employee Behavioral Cynicism

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Abstract

The purpose of this research was to examine the Impact of Narcissistic Leadership (NL) on Employee's Behavioral Cynicism (BOC) with the mediation of Organizational Aggression (OA) and moderation of Workplace Gossiping (WG) in the FMCG sector of Pakistan. OA was studied as a mediator that was brought in between the relationship of NL on BOC to see what impact it made on them. A quantitative method was used in this study, and the data was collected through survey questionnaires from 415 workers of FMCG companies operating in Pakistan using the convenience sampling technique, a type of non-probabilistic sampling.

Key Words:

Organizational Aggression, Narcissistic Leadership, Behavioral Cynicism, Workplace Gossiping

An adopted structured questionnaire was used in this research by using a cross-sectional study and a self-administered survey. SPSS is used for demographics frequency analysis, and SMART PLS 4 is used for SEM, validity and reliability analysis. However, H1 results revealed that NL had a significant impact on BOC. Whereas H2, looking at the mediation results, OA was found to have the mediation on the relationship between NL on EBC shows complete mediation. Further, H3, WG significantly moderated the relationship of NL with EBC. Therefore, the Leader member exchange (LMX) theory supports H1, the AET model supports H2 and self-verification & LMX theory supports H3.

Introduction

Over the past decade, the prevalence of toxic leadership styles associated with undesirable outcomes has increased considerably in the fast-moving consumer goods industry. Employees often describe aggressive management as a defining characteristic of individuals they consider to be terrible leaders (Küçük and Taştan, 2019). Narcissistic leaders disregard their followers' counsel, take credit for their accomplishments, and blame their flaws on others around them. The desire for personal satisfaction and fame may push a narcissistic leader toward positive, daring, and revolutionary innovation in certain situations (Paterson and Cary, 2002). However, narcissistic leaders continue to wreak havoc on organizations and society. Narcissists have a reputation for being inept, invasive, and abusive managers.

Focus on the FMCG business and discovered that transitional FMCG was particularly prevalent with harmful leadership behaviours. Another study (Michel and Bowling, 2013) found that employees were more likely to suffer high behavioral stressors, poor mental health, and low vitality when their supervisors used negative management styles such as self-centred leadership. In the FMCG business, decreased service performance (Michel, Newness and Duniewicz, 2016), low levels of engagement (Pundt and Herrmann, 2015;), and low vitality have all been extensively established (Erkutlu and Chafra, 2017).

Narcissist Leadership has a negative impact on employees' feelings of belonging in Pakistan. After reviewing the literature on NL, we uncovered a minimal study on the links between leader narcissism and workplace cynicism, despite the fact that such studies are plainly required based on the current ones (Ewis, 2017; Simmons, 2018; Judge et al. (2006):

While understanding the causes of deviant behaviours in the food industry and the frustration and exhaustion they cause in the workplace is important, it is even more important in light of narcissism's escalation effects in generating aggressive behaviours in the workplace and the exacerbation of its effects on the career level (Michel and Bowling, 2013;). Although narcissistic leaders and abusive supervisors share several characteristics in their abusive use of power (Wang *et al.*, 2018), narcissistic leaders do not always use the same techniques as the typical abusive boss, such as public humiliation, screaming, bullying, and OA (Michel and Bowling, 2013). Leaders with narcissistic tendencies

sometimes discard BOC because of their members' proclivity for narcissism, egotism, and manipulation (Leary and Ashman, 2018). Their recurrent instances of hiding or withholding information, denigrating the opinions of others and being dishonest when it suited their goals constitute the foundation of their power abuse (Kuo *et al.*, 2015). According to research, NL has a negative influence on worker voice (Nevicka *et al.*, 2018), decision-making thoroughness (Boddy, 2019), and job performance.

With this study, we want to fill three important gaps in the literature on fast-moving consumer goods (FMCG). Before proceeding, we did a literature review on NL. We identified that just one study examined the relationship between narcissism in leaders and the degree to which their followers were rooted in Pakistani culture. Second, contemporary employees seem sceptical because of the opportunistic behaviours of either the boss or the corporation. When employees are exposed to a toxic work environment (e.g., narcissistic supervision), they may feel victimized and report organizational aggression (OA) (Alexander, 2012), which may lead to behaviorally offensive conduct (BOC) on the part of the affected employees (Erkutlu and Chafra, 2017). Employee BOC resulted in lower job satisfaction, performance, commitment, and willingness to remain. Consequently, it is critical to look at the beginnings of BOC in the FMCG industry, where company performance is heavily reliant on the excitement and devotion of their workers (Ewis, 2017).

Additionally, the causes of BOC have gotten less attention, particularly in the fast-paced consumer products business. Hence, additional organizational failures with clear linkages to OA (Paterson and Cary, 2002). Aside from hindering communication, OA may indirectly affect employees' productivity and quality of service. The causes and consequences of OA in FMCG research must be studied. This discussion emphasizes the critical need to considerably increase FMCG literature on the origins and consequences of OA.

Finally, in the fast-moving consumer goods (FMCG) market, deviant behaviours such as workplace gossip (WG) pose varying degrees of risk to operational efficiency. They may harm the business's reputation and image. However, WG has received little attention in the fast-moving consumer goods (FMCG) business; studies have yet to examine WG moderation within the relationship of NL and BOC, and further study is needed. The present quantitative study derived its conceptual base from previous research on NL, BOC, WG, and AO conducted separately. The authors are unaware of any previous research comparing NL and BOC outcomes in the FMCG sector with and without OA as a mediator.

This paper expands on the previous issue by developing a research model of the effects of NL on BOC using data from Pakistan's FMCG sector in light of the increased prevalence of narcissism in modern societies and, in particular, the FMCG business. According to this concept, OA is a mediator in the above interaction.

The aims of this research are to;

- (a) Initially, investigate the effects of NL on BOC and OA
- (b) Secondly, evaluate the function of OA as a mediator between NL and BOC.,
- (c) Lastly, investigate the moderation of WG in the interactions between NL and BOC.

Literature Review

Narcissistic Leadership (NL) on Employee's Behavioral Cynicism (BOC)

One kind of leadership is referred to as "narcissistic leadership" (NL), in which the leader puts himself or herself ahead of anybody else (Alexander, 2012). These traits characterize a leader who is arrogant, dominant, and hostile. Narcissists are characterized by a lack of empathy and criticism tolerance, extreme pride in their psychological superiority, extreme egotism, and the ability to use people to further their ends (Küçük and Taştan, 2019). A leader who exhibits NL prioritizes their egocentric interests and values above those of their followers and the organizations they oversee. Because of their inflated sense of self-importance, narcissistic leaders only look out for themselves (Erkutlu and Chafra, 2017).

In addition to their negative effects on organizations, narcissistic executives may be helpful in times of chaos because of their charisma and vision. This is why researchers see narcissistic leadership as a mixed blessing. However, NL usually has bad effects in the long run since it destroys trust and takes advantage of ties with followers (Ewis, 2017). (BOC) has been linked to toxic leadership styles, including abusive management. Employee Behavioral Cynicism (BOC) was characterized as "a view that the employee lacks integrity (cognitive)." behaviours that are critical and derogatory of the organization and that are in line with the person's thoughts about the organization (behavioural), defined as the propensity for negative, harsh criticism of one's workplace.

For the reasons listed below, we conclude that NL will increase BOC among its adherents. Since the narcissistic leader's preoccupation with his or her ego puts a bias into management interactions and choices, the result is often

an environment of discontent and disappointment (Erkutlu and Chafra, 2017), This will lead to a less trustworthy culture in the company, since it lowers the bar for honesty and transparency inside the company. Negative emotions and a lack of trust lead to feelings of irritation, which in turn lead to BOC. The narcissistic leader's selfish actions stifle the growth of high-quality interpersonal connections, reducing the amount of useful information that subordinates may glean to enhance their performance.

Further, the narcissistic leader's other traits, such as an inflated sense of self-worth, arrogance, an absence of compassion, and egocentrism, may have a detrimental impact on their interpersonal interactions (Michel, Newness and Duniewicz, 2016). narcissistic leaders tend to develop negative feelings, beliefs, and attitudes, which are then reflected in employee behaviours such as BOC (Pundt and Herrmann, 2015), because narcissistic leaders lack credibility and behave unethically (Erkutlu and Chafra, 2017), take credit for others' success (Cropanzano, Dasborough and Weiss, 2017), and exploit and deceive others (Liden R, Sparrowe R and Wayne S, 1997; Pundt and Herrmann, 2015). For this purpose, we propose the following hypothesis, which expands upon the leader-member exchange model,

H1: Narcissistic Leadership (NL) significantly influences Employee's Behavioral Cynicism (BOC) of Pakistan's FMCG employees.

Mediation of Organizational Aggression (OA)

Many organizations nowadays face a variety of crises and difficulties that pose threats to their development. The leader and their subordinates may react differently to these occurrences. This development impediment is reflected in the employees' aggressiveness, especially when the boss has narcissistic character traits. When applied to OA, AET offers a framework for understanding how employees think about and react to aggressive situations regarding their thoughts, feelings, and actions. The AET model recognizes the fluidity of the connections between emotions, thoughts, and deeds and the effect of environmental (such as aggressive organizational norms) and individual (such as aggressive beliefs and attitudes) elements.

Although studies have shown that it's important to look at how employee and OA factors interact with employee activities and emotional states (Brief et al., 1995; Grandey, 2000; Krehbiel and Cropanzano, 2000), the current model expands on the prior research by including both employee and OA perspectives. Tepper et al. (2006), postulated that aggressive occurrences in the workplace, such as maltreatment or abuse, resulting in negative emotional responses. We further contend that both individual (e.g., aggressive cognitions) and structural (e.g., aggressive organizational norms) OA will impact the procedure mentioned above and subsequent reactions. Even though many interesting studies have been conducted on the topic of aggressiveness, not many of them have applied complete aggression paradigms to abusive leadership behaviour; this lack of study has prompted the need for an integrated framework better to comprehend OA and its results (Hershcovis 2011). As a result, instruments with psychometric protections are required to measure aggressiveness, fury, and hostility among aggressive leaders. Leaders with very high degrees of narcissism are generally associated with considerable social impairment, including frequent alcohol use, OA, and aggressive conduct (Semenyna, 2018). Narcissism in leadership has a negative impact on interpersonal interactions at work and may lead to violent actions. Narcissists become aggressive when their egos are threatened and take it out on everyone else. In addition, workplace deviations may breach the norms and regulations that regulate the interactions between employees and the public or private sector in which they work. Employees may stray from the norm after being exposed to OA by their boss or other group loyalists. Employees resort to workplace deviance when their interests are at odds with those of other groups operating in the same workplace. In addition, when employees in the same company are not getting along, it may lead to increased ostracism and antagonism, as well as the formation of factions that either supports the leader or are at odds with them (Judge, 2006b). Narcissistic leaders are known to have hostile responses to BOC. Indeed, Tepper et al. (2009) recommended looking at individual dispositions like trait hostility; Mitchell and Ambrose (2007) suggested looking at hostile working environments, and Restubog et al. (2011) suggested looking at organizational tolerance for aggression to explain the relationship between supervisor abuse and workplace deviance. Expanding on these results and recommendations, we consider the individual and institutional determinants of OA in the context of the mediated interaction between NL and deviance in the workplace. Employees with OA may redirect their negative emotions toward other targets, such as their families. In contrast, employees who recognize higher OA social rules or even have higher aggressive dispositions and cognitive distortions should react more assertively toward the sources of the unfair treatment and the victimization by powerful others bias and the social discounting bias, for example, are both examples of aggressive social cognitions that are central to how people think and interpret the social world (Bandura 2001; Mischel and Shoda 1995). In a recent study, Michel et al. (2014) found that aggressive

beliefs and attitudes are progressively predictive, above socially acceptable response bias and associated aggressiveness measures, of self-reported and other-reported violent acts, such as workplace deviance.

H2: *Organizational aggression (OA) mediates the Narcissistic Leadership (NL) association with Employee Behavioral Cynicism (BOC) of Pakistan's FMCG employees.*

Moderation of Workplace Gossiping (WG)

Gossip is often understood to be free-flowing, unrestrained conversation on subjects one would reasonably doubt to be factual. Workers' attitudes, beliefs, and sentiments toward their jobs and the organization as a whole (WG) might be positive or negative. The term "negative office gossip" refers to disparaging comments about an absent coworker in an informal setting. Gossipers are seen as harmful because they distribute negative assessments and views about their workplace, coworkers, and superiors. An essential part of the self-adjustment system is self-evaluation (Swann et al., 1992), which involves an individual's examination of his or her thought processes, talents, levels, etc.

Self-verification theory (Talaifar and Swann, 2017) suggests that gossiping in the workplace has a chilling effect on workers. The self-evaluation of workers is significantly influenced by negative office chatter. To be more precise, workers who overhear critical comments about them at work are more likely to internalize such criticisms and form a poor self-perception (Teale, 2012). Several studies have shown that people with unfavourable self-perceptions are less likely to put up their best efforts on the job (Talaifar and Swann, 2017). Studies show that employees carrying emotional baggage or feeling emotionally insecure are more likely to act inappropriately in the workplace (Dobbs, 2014).

WG spread around the office is a form of negative peer pressure that can significantly impact employees (Ewis, 2017). Workers denigrate the company's reputation and refrain from helpful actions when NL manifests itself via traits like arrogance, manipulation, and a lack of organizational empathy (Tian *et al.*, 2019). Workers exposed to narcissistic leaders may resent management and coworkers, and this animosity may manifest in harmful behaviours like workplace bullying (Ming, 2018). Moreover, workers under such leaders show severe psychological discomfort and are more likely to resort to coping mechanisms. These tactics may include negative working groups or other disruptive activities that harm the organization's functioning (Alexander, 2012). As a result, employees fear that the prevalence of gossip in such a depressing workplace will make matters even worse (Ming, 2018).

Based on leader-member exchange theory (Liden R, Sparrowe R and Wayne S, 1997), we hypothesize that NL might be linked to unfavourable WG because it fosters discord between workers and their employers. A lack of consistency like this could be used to fuel gossip. There are several ways in which WG may harm an organization. Among them are a person's ability to have positive social interactions and the organization's reputation and trustworthiness (Pundt and Herrmann, 2015). Gossiping has always been seen as a dysfunctional behaviour in the workplace (Cropanzano, Dasborough and Weiss, 2017).

The AET model (Rogelberg, 2013) sheds light on the connection between unfavourable WG and BOC. According to this paradigm, direct and indirect relationships may be established between cognitive, behavioural, and other environmental elements. Therefore, BOC is more likely to form when feelings, thoughts, and actions toward the organization are negative and disjointed (Wu *et al.*, 2018). Research shows that WG has been shown to reduce productivity on the job and foster an atmosphere of distrust and amorality (Nevicka *et al.*, 2018). Furthermore, it has been shown that negative chatter increases BOC among workers and reduces organizational aggression behaviour and proactive employee behavioural cynicism, we propose the following hypothesis:

H3: *Workplace gossiping (WG) mediates the Narcissistic Leadership (NL) association with Employee's Behavioral Cynicism of Pakistan's FMCG employees.*

Methodology

Academics need a "research philosophy," to approach research methodically and rationally (Stockemer, 2019). According to Ryan, (2018), in positivism, quantitative methodologies express numerical facts methodically and rationally. Soiferman (2010) interprets that quantitative methodologies are used to express numerical facts in positivism. This research achieves the truth by applying quantitative methodologies to confirm the relationship with mathematical objectivity (Tsai, 2019). In this research, hypotheses are created from identified literature gaps using a deductive approach and statistically tested. A cross-sectional design was employed due to the short period (less than a year) and one-time nature of participant engagement in this research. In qualitative research, interviews are often employed, while questionnaires are more commonly used in quantitative analysis (Saunders *et al.*, 2018). The instruments chosen for this quantitative evaluation are those most suited.

This paper's target population is FMCG companies' employees working in Pakistan as the FMCG sector is rapidly growing each year, having a double ratio increase in the companies' profit along with the increase in the number of customers. Most FMCG companies are multinational, which make them more diversified companies as compared to other. The diversity in the workforce increases differences of opinion and culture. Employees working in the FMCG sector deal with complex situations more often than employees working in other sectors that bring work obstacles related to word deviance mechanism among them, so they are the individuals who can solve it and make it positively productive. Per the convenience non-probabilistic sampling technique, Pakistan's FMCG employees include managers and subordinates. After sending out 450 questions, we received 417 back, of which 2 were invalid due to blank fields. This leaves us with 415 viable questionnaires. A response rate of 94% is a respectable number.

Measures

A five-point Likert scale, with 1 representing strongly disagreeing and 5 representing strongly agreeing, was used to evaluate narcissistic leadership styles. On the same five-point Likert scale, we also assessed organizational aggression, workplace gossip, and cynicism about work from our employees (1 = never, 5 = constantly). Narcissistic leadership (NL) was operationalized using a 10-item scale adapted from to measure subordinates' assessments of their leaders' narcissism (1997). Ten statements were presented to respondents, each followed by request to rate it on a 5-point Likert scale. Among the items on the list is "My leader is a highly self-centered individual." BOC. Based on the survey adaptation, we used a 4-item scale to assess this concept. Such an item would be, "I often find myself making fun of the slogans and objectives of my company." WG, the five-item scale adapted from to assess office chit-chat, was used to quantify this factor. The five issues listed above are examples of harmful office chatter that pertains to work. For instance, "At work, I complain to coworkers and superiors about their lack of expertise in their respective fields." OA employs a total of four dimensions: nine measures measuring physical aggression, five measuring verbal aggression, seven measuring scale items, and eight measuring hostility. Individuals with OA are scored on a 29-item adapted from (Bryant and Smith, 2001; Michel, Newness and Duniewicz, 2016). An example may be, "My friends remark that I can be a little argumentative at times."

Results

Table I. Respondents' Data

Variable	Category	Percentage
i) Age	25 - less	29.9
	26-30	57.5
	31-35	12.6
ii) Gender	Male	88.6
	Female	11.4
	Bachelors	18.5
iii) Education	Masters	81.5
	Less than a year	26.8
iv) Experience	1 to 3 years	29.5
	4 to 6 years	28.7
	7 to 9 years	12.6
	13 to 15 years	2.4

The sample of the targeted population represented responses from Pakistan's FMCG companies employees, including managers and subordinates. Out of the 416 respondents, males contribute about 88.6% of the total sample size, whereas females make up 11.4%. Employees aged up to 25 made 29.9%, while employees aged between 26 to 30 contributed 57.5%, and employees aged between 31 to 35 comprised 12.6%. As divided based on educational level, 18.5% of the respondents were graduates, and 81.5% were masters. The experience levels also varied throughout the responses, 26.8% of individuals have less than a year of experience, 29.5% of workers had 1 to 3 years of experience, 28.7% of employees had 4 to 6 years of experience, 12.6% an experience 7 to 9 years, and lastly, there were only 2.4% respondents had an experience of 13 to 15 years.

Measurement Model

Initially the model was comprised of 48 scale items that were further reduced to 34 questions. The value of factor loading of the measurement model should be greater than 0.65 in that case instrument would be acceptable. All

items with factor loadings lower than 0.65 were extracted from the model. Therefore, 1 scale item (NL-1) from NL and 13 scale items (OA 1, OA 2, OA 3, OA 4, OA 6, OA 9, OA 14, OA 18, OA 21, OA 26, OA 27, OA 28, OA 29) were extracted from the model as its factor loading are less than 0.65.

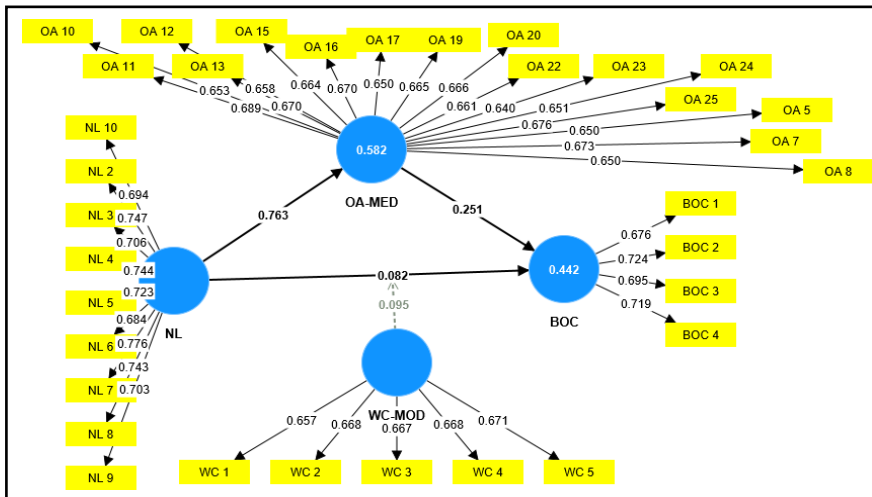


Figure 1

Convergent Validation

Convergent validity is a very important statistical test used to measure the total consensus of the constructs made (Ringle, Sarstedt and Straub, 2012; Ketchen, 2013) explained that different measures can obtain it. Furthermore a benchmark was given that the obtained results must be greater than 0.5 to accept the obtained results. As suggested by (Hamid, W and Sidek M. H, 2017) the Composite reliability must be greater than 0.7 and the value of Cronch's Alpha should be more than 0.7. The average variance-extracted value (AVE) indicates the level of variance inferred by the concepts of the variables under observation. As suggested by (Hamid, W and Sidek M. H, 2017) the value of obtained AVE should be more than 0.5. In our study, all the values were above the standard so our instruments were reliable

Table 2. Measurement Model.

	Cronbach Alpha	Composite Reliability (CR)	Average Variance Extracted (AVE)
BOC	.760	.762	.500
NL	.887	.888	.526
OA-MED	.914	.915	.538
WG-MOD	.788	.887	.544

Discriminant Validation

The discriminant validity is the extent to which a variable is considered to be different from the other variables in the model, as suggested by (Ringle, Sarstedt and Straub, 2012). The Fornell and Larcker test is used to assess discriminant validity. Suppose the diagonal elements are larger than the non-diagonal values in the associated rows and columns. In that case, the discriminant validity, represented by the square root of "AVE," is considered valid (Ringle, Sarstedt and Straub, 2012). The discriminant validity of the constructs in this research has been demonstrated since the diagonal values of the variables above are greater than the non-diagonal values of their respective rows and columns.

Table 3. Fornell and Lacker.

	BOC	NL	OA	WG
BOC	0.704			

NL	0.423	0.725		
OA	0.515	0.763	0.662	
WG	0.597	0.360	0.462	0.666

Heterotrait-Monotrait Ratio (HTMT) is also a statistical technique developed by (Henseler and Sarstedt, 2013) to detect the discriminant validity of the said variables under study. The HTMT ratio less than 0.9 is considered valid. Table IV shows that all the constructs of this study fall under the acceptable criteria as they all are less than 0.9.

Table 4. HTMT.

	BOC	NL	OA
NL	0.551		
OA	0.662	0.844	
WG	0.873	0.458	0.579

Hypothesis Testing

Table 5. Direct and Mediation Relationship.

Relationship	Beta	Standard Deviation	T Stats	P Value
NL -> BOC	0.191	0.193	3.251	0.000
NL -> OA-MED	0.765	0.029	26.058	0.000
OA-MED -> BOC	0.253	0.067	3.762	0.000
NL -> OA-MED -> BOC	0.193	0.051	3.743	0.000

The association between NL and BOC was positive (= 0.191, t = 3.251, p.001). proves that hypothesis (H1) is correct. Additionally, Hayes' process macros validate mediation using a 5000-person bootstrap sample (Ramayah *et al.*, 2017). The table reveals that the direct effects of NL on OA are 0.765 with a p-value of.0000 and that the indirect effects of BOC on OA are 0.253 with a p-value of.0000. We conclude that both the direct and indirect associations between NL and BOC are significant. OA significantly mediates their relationship (b =.193, p 0.001). Demonstrates that H2 is supported and provides a rationale for the complete mediation process.

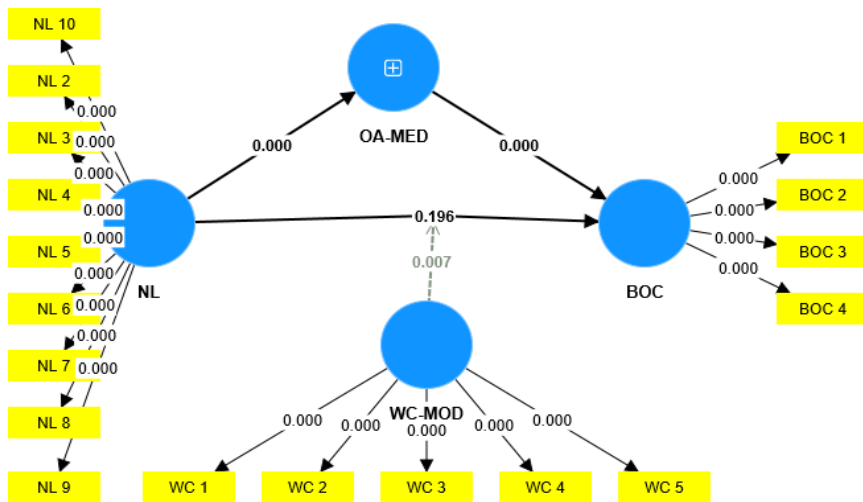


Figure 2

Table 5. Moderation Relationship

	Beta	Standard Deviation	T Stats	P value	LL 2.5%	UL 97.5%
WG-MOD x NL -> BOC	0.094	0.035	2.709	0.007	0.029	0.165

As for the third hypothesis, it is proposed that WG acts as a moderator between NL and BOC. Table displays an interaction effect size of 0.094 ($p < 0.01$, LL/UL: 0.029/0.165). In this way, Hypothesis 3 is justified. High-WG, high-NL workers foster better ties to BOC.

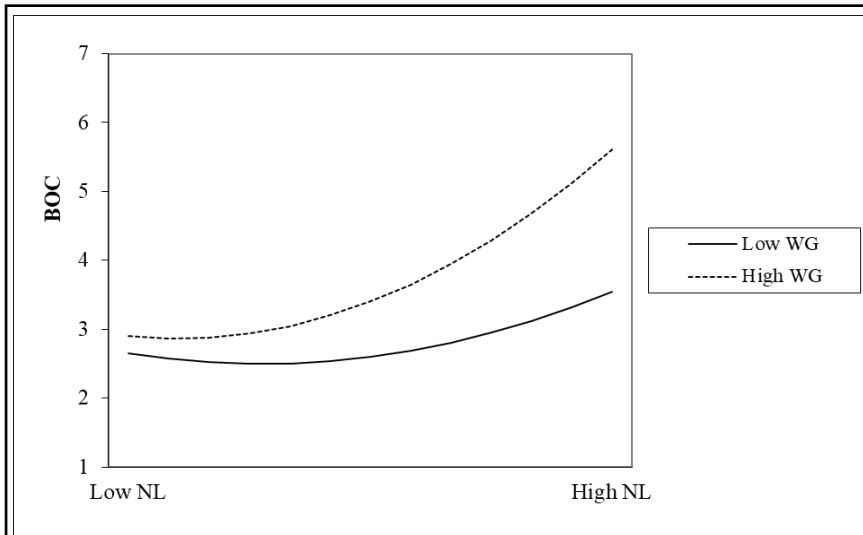


Figure 3

Conclusion

NL and BOC

The effects of narcissistic leadership styles on workers' actions in the workplace were the primary focus of the research. It has been established that OA may serve as a mediator and that WG can serve as a moderator. Leaders who are not an outcome- and emotion-focused are less likely to inspire their teams to give their all. To sum up H1, narcissistic bosses and poor managers harm their companies. This research argues that organizations should take measures to curb the rise of narcissistic leaders to protect themselves from their destructive tendencies and that deviation from the norm should be seen as a major aggression risk. As Liden R, Sparrowe R and Wayne S, (1997) explain, narcissistic leaders may have a detrimental impact on their organization and their staff because of the leader-member exchange theory. Over time, the leaders and the members get closer to one another through their interactions. Leaders cultivate connections with their subordinate groups, whether consciously or unconsciously. Dobbs, (2014), writing on the fast-moving consumer goods (FMCG) sector, demonstrated that high-quality social interchange within this dyadic relationship increases employee loyalty and decreases turnover. Employees' performance and emotional well-being suffer when their bosses are disrespectful, unprofessional, condescending, or otherwise uninterested in what they have to say.

NL-OA-BOC Mediation

H2, Results revealed that OA had a beneficial influence on BOC based on the AET model (Rogelberg, 2013). Although prior research has shed light on how leaders' narcissism influences employee behaviours from various viewpoints, studies have yet to investigate this phenomenon from the perspective of organizational aggression (OA) as a mediator of the connections between NL and BOC. Based on the findings of this study, we can say that OA mediates the connection between NL and BOC. Workers are more inclined to keep the knowledge to themselves and resort to derogatory evaluations of their leaders when they experience high levels of emotional stress because of their leaders' manipulating, narcissistic, egotistical, and self-interested behaviours (Michel, Newness and Duniewicz, 2016).

NL-WG*-BOC Moderation

Additionally, the H3 results revealed that narcissistic leadership was positively connected to higher levels of negative work-related gossip since workers use the latter as a coping method to cope with their negative feelings, based on

self-verification theory and the LMX model (Liden R, Sparrowe R and Wayne S, 1997; Cropanzano, Dasborough and Weiss, 2017). Consistent with earlier studies our study confirmed that narcissistic leadership provokes workers. The beneficial impact of WG on BOC was established, suggesting that workers who engage in excessive WG are more vulnerable to the development of undesirable behaviours and attitudes like BOC.

Implications

The research concludes with a few suggestions for managers and leaders based on the data gathered. First, narcissistic bosses are to blame for employees' deviant behaviour; thus, the FMCG industry requires solid succession planning to prevent narcissistic individuals from rising to top-level management. Big changes need to be made at the organizational level to combat workplace narcissism and benefits employees (Ouimet, 2010). If a narcissist is put in a position of power, there are several tried-and-true methods for dealing with that person or leader, including appeasement. Leader selection and the atmosphere of a leader should be closely monitored since narcissistic individuals are also to blame for violations of the psychological empowerment between employee and employer (Dobbs, 2014). Lastly, firms need effective leadership and management training plans to prevent and reduce narcissism among their leaders and staff.

Limitations and Future Direction

In this research, only followers' methods and perceptions of their leader were studied. Future research may investigate the leader's perspective and responses. Future studies may improve their findings by using larger sample sizes. As mediators, culture variables such as power distance may be utilized to examine how culture influences leaders' and workers' behaviour. Several behaviours, including emotional intelligence, exhaustion, etc., may mediate the association between leader narcissism and BOC. Consequently, future research might construct a multilevel model for further investigation.

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