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The Impact of Grandiose Narcissism and Vulnerable Narcissism on Employee Innovative Work Behavior: The Role of Job Embeddedness

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Abstract: Employee innovative work behavior is crucial in order to achieve organizational objectives and its success. The purpose of this research is to determine the influence of grandiose narcissism and vulnerable narcissism on job embeddedness and employee innovative work behavior, as well as the influence of job embeddedness on innovative work behavior of mid-level managers, upper level managers, and supervisors of private organizations in IT sector of Pakistan. The researcher employed a questionnaire that utilized a set of questions that measure grandiose narcissism, vulnerable narcissism, job embeddedness, and employee innovative work behavior. The results showed that grandiose narcissism has a significant impact on job embeddedness and employee innovative work behavior; on the other hand, vulnerable narcissism has an insignificant impact on job embeddedness and employee innovative work behavior. Job embeddedness does lead to innovative work behavior. Private organizations of IT sector in Pakistan are supposed to encourage employee job embeddedness in order to promote innovative work behavior that leads to organization's growth and creativity. Mediating effect can be checked in the future research and this research could be conducted in different contexts.

Keywords: Innovative work behavior, grandiose narcissism, vulnerable narcissism, job embeddedness, narcissistic behavior, IT sector, private organizations.

Introduction

Innovative work behavior (IWB) is an external representation of employees' inner creativity (Janssen, Van de Vliert, & West, 2004); it is a way for creating innovative products as well as a procedure whereby staff members develop and put into practice new ideas in order to enhance performance or overcome barriers at work (Zhou & George, 2001). Innovation now has a big impact on the development and performance of the service companies because of the environment's rapid change. Innovative work behavior (IWB) is a pillar of corporate innovation at different levels (Janssen et al., 2004), it is essential for service industry business success. Narcissism is frequently seen as a bad quality with serious repercussions for subpar work behavior (O'Boyle Jr & Aguinis, 2012). One of the negative impacts of narcissism is that manager, leaders or policy makers neglect their em-

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ployees input (Brown, 1997). Any nation's economic development depends critically on innovation. It not only promotes economic expansion but also increases long-term competitiveness. All nations aiming for effective economies make significant investments in improving the knowledge, competencies, and skills of their citizens. The knowledge and innovation engines of any society are essentially these skilled and experienced workers (Blaskova, Blasko, Matuska, & Rosak-Szyrocka, 2015). Current researches have taken the innovative work behavior because employees will never show positive and innovative behavior till the moment they feel that organization is doing something for their well-being. And innovative work behavior will lead the organizations towards sustainable organizational performance in Pakistan.

Organizations are increasingly required to participate in creative work behaviors in order to gain durable competitive work advantages and provide freshly produced products in the continuously evolving competitive work environment. In today's expanding world, factors such as changing environments, people's access to information, shifting customer needs, new and cutting-edge technology, and quickly changing conditions all play a significant role. Nowadays, employees' innovative work behavior is highly valued due to the rapidly shifting hierarchical needs and demands of consumers and suppliers. Successful businesses favor hiring creative staff to tackle this issue. Getz and Robinson (2003) claimed that inventive people are responsible for 80% of the organization's ideas. Despite being closely associated with employees' creativity, innovative work behavior involves more than just creativity. Innovative workplace behavior has a clear applied component and aims to help the firm (De Jong & Den Hartog, 2007). Researches revealed that employee creativity is a component of creative work behavior as a result. It entails the creation of innovative and practical concepts for products, services, workflows, and processes. It also entails putting new concepts into practice (Anderson, Potočník, & Zhou, 2014).

The customer wants new and innovative products, this required an effective innovative behavior, and innovative work behavior is purposeful activity that benefits organizations as well as individuals (Shih & Susanto, 2017). Individually, employees' innovative potential and creative ideas have long been acknowledged as the process that drives organizational innovation (Yousaf, Majid, & Yasir, 2019). New ideas affect the performance of organizations positively or negatively and became the reason of organization's growth or decline. Additionally, employee innovative behavior comprises three stages: first stage is idea generation, second stage is idea promotion, and third stage is concept implementation. The application of concepts also includes additional practical efforts to adopt innovative ideas and turn them into workable solutions in the course of organizational work (De Jong & Den Hartog, 2007). This gap or research needs to be filled with empirical research. Each leader's main objective is to achieve organization success. IWB has already been discussed and applied in a variety of sectors, including healthcare sector, engineering, corporate management, and even education; however, the information technology (IT) industry does not go into great detail about the same situation (Weintraub & McKee, 2019), despite the fact that the IWB of employees play a major role in the expansion of the IT industry. Research and development are low priorities in public and private organizations in Pakistan. The objective of the current study is to assess the influencing factors of

innovative work behavior of private organizations in information technology (IT) sector of Pakistan; specifically, the impact of grandiose narcissism and vulnerable narcissism on job embeddedness and innovative work behavior; the impact of job embeddedness on innovative work behavior.

Development of hypothesis

Grandiose narcissism (GN), vulnerable narcissism (VN) and job embeddedness (JEB)

The impact of narcissism on employees' job embeddedness can be explained by the conservation of resources hypothesis. This idea holds that employees who are motivated by resource allocation, storage, and protection value resources. Contextual some examples of these resources include positions within the organization, personal assets (such as self-assurance), financial and time resources, and material assets (physical assets). This theory states that those who want to access, safeguard, and preserve their prized sources. As a result, employee job embeddedness decreases due to leaders' narcissism since employees have less faith in them and experience more psychological stress. Most workers view through a variety of leader-follower interactions, their leaders serve as role models, fostering an ethical perspective of both the leader and the organization. According to researchers, employees could only have sporadic availability of personal resources such as relationship quality for a narcissistic boss. Employees communicate their inner emotions in such a setting by presenting a negative picture in professional relationships. Employee deviance lowers commitment and job happiness ([Crossley, Bennett, Jex, & Burnfield, 2007](#)). Grandiose narcissistic leaders and vulnerable narcissistic leaders alienate workers by dismissing their ideas and underestimating their accomplishments. However, humility can lessen the negative aspects of grandiose narcissistic leaders and vulnerable narcissistic leaders, allowing the positive aspects to excite staff members and boost their mental and behavioral inducements to exert more effort ([Campbell, Hoffman, Campbell, & Marchisio, 2011](#)).

The initial to notice that CEOs are obsessive if their behavior is largely inspired by excessively selfish individual wants and not based on needs of the corporation they manage. The attitudes and behaviors of employees are significantly impacted by grandiose narcissistic leaders and vulnerable narcissistic leaders, who are frequently conceited, agitated, capricious, and inflexible ([Ouimet, 2010](#)). The term "job embeddedness" refers to a broad range of elements that encourage people to remain employed with a company ([William Lee, Burch, & Mitchell, 2014](#)). Its three main components are relationship, compatibility, and compromise. The level of engagement between leaders and employees at work is referred to as connection, the degree of employee integration into their workplace is referred to as matching, the potential loss of worldly or spiritual gains is referred to as sacrifice, if an employee leaves the organization ([Lee, Mitchell, Sablinski, Burton, & Holtom, 2004](#)). Comparable ideas in organizational behavior and sociology are not the same as job embeddedness ([Khorakian et al., 2021](#)). The concept of job embeddedness

considers factors outside of the workplace, such as evaluations based on emotion and intellect. It is not only limited to a person's attachment to or association with the organization, nor is it always expressive. Job embedding is the focus on the combined, ineffective factors that influence employees' decisions to retain with their organization. Instead of focusing on why people are attached to their jobs and whether they are prepared to acquire such an attachment, work embeddedness is a characteristic used to measure the degree to which people are attached to the organization. It has been demonstrated that the degree of subordinates' job embedding is greatly influenced by the leadership styles and attributes of those leaders (Amankwaa, Seet, & Susomrith, 2022).

Employees feel that they are being used or that the exchange relationship is unbalanced when leaders are haughty, sensitive, angry, or lacking in empathy toward them; this leads to behavioral outcomes that are harmful to the organization, such as a rise in mental fatigue and loss job embeddedness (Glad, 2002). Therefore, the arbitrary and overly sensitive traits of grandiose narcissistic leaders and vulnerable narcissistic leaders threaten new generation employees' ability to stay on the job. The way that leaders perceive and interact with them is seen by employees as a reflection of the organization as a whole. Because of their erratic nature, grandiose narcissistic leaders and vulnerable narcissistic leaders are more likely to engage in poor management practices in order to uphold their own interests and power. This damages the perception of a positive relationship of cooperation between employees and the company and causes unfavorable employee reactions that lessen employees' job embeddedness. In addition, hypersensitivity of grandiose narcissistic leaders and vulnerable narcissistic leaders lead to suspicious, protective, and untrusting of their colleagues, that can significantly undermine workers' perceptions of leadership encouragement and reduced job embedding.

The theory of resource conservation, on the other hand, emphasizes the characteristics of people's search for new resources and upkeep of available assets. It serves as a justification for how people in an organization control supplies under stress. In order to succeed, employees actively seek out new resources while seeking to prevent the loss of already-existing resources. According to the principle of resource conservation, employees who are subjected to abusive leadership have less self-resource available to them to continue engaging in proper actions. When narcissistic leadership's negative features are evident, people look for new resources as a reaction to the pressure. The success of the organization is instead attributed to attributes like narcissistic leadership egoism. These pressures throw off people's resource balance, making it much harder for them to get new resources and protect their current ones from depletion (Saks & Gruman, 2018). As a result, workers will eventually decide to become less embedded in their jobs or even leave the company in order to protect and preserve their resources from being lost. Employees' emotional and other identity are badly drained as a result of being subjected to antagonism, public ridicule, and threats from narcissistic leaders, which presents itself directly as alienation from the organization and a decline in inner relationship and integrating with the organization. Therefore, the following hypothesis is proposed.

H₁: Grandiose narcissism has a significant impact on job embeddedness.

H₂: Vulnerable narcissism has a significant impact on job embeddedness.

Job embeddedness (JEB) and innovative work behavior (IWB)

Employee job embedding encourages innovation for a variety of reasons; Employees who are more embedded in their jobs are more driven to act morally and work effectively to maintain their employment. Employees who are more engaged in their jobs are also more prone to act creatively; because increasing pay and benefits depend so heavily on creativity. The relationship between job embedding and inventive behavior has been examined in a number of research. [Lee et al. \(2004\)](#) claimed that job embedding increased communications, improved work-life balance, and decreased job losses and benefits, all of which helped to boost employees' motivation to do their obligations. As a result, a variety of obligations and feelings are used to control how motivated people are to perform well within the organization, because they feel good about their working relationships with other people. Committed employees perform better at work; for instance, when staff members feel highly valued by others and fit well with the corporate culture, they are more ready to share ideas and offer helpful criticism. Employees who feel more embedded in their jobs perform innovative work better because they may feel more responsible for fulfilling social responsibilities and bonding with coworkers. Employees are more dedicated to living up to or exceeding managers' expectations as they build ties with organizational networks. Additionally, job embeddedness is the consequence of communication with coworkers, therefore innovations spread more quickly and easily among workers who have a strong commitment to their jobs.

Additionally, highly embedded workers are driven to deliver quality work because they have a strong desire to preserve their jobs and guarantee that the benefits associated with them will be available in the future. Highly ingrained employees create compelling incentives. They use innovative behavior to minimize potential sacrifices associated to job loss because they want to make sure that their organizations survive and prosper, as a result, to improve their job security within their existing firm.

H₃: Job embeddedness has a significant impact on innovative work behavior.

Grandiose narcissism (GN), vulnerable narcissism (VN) and innovative work behavior (IWB)

[Zhang, Ou, Tsui, and Wang \(2017\)](#) examined the relationship between two seemingly opposing but complementing traits of manager narcissism and organizational creativity; the findings show that grandiose narcissism and vulnerable narcissism increase managers' abilities to encourage innovation inside organizations. In other words, grandiose narcissism and vulnerable narcissism interact with inventive performance and innovative culture as two aspects of organizational innovation. The results showed a positive relationship between high levels of managers' narcissism and an entrepreneurial attitude, which therefore impacted organizational performance. The research by [Kashmiri, Nicol, and Arora \(2017\)](#) shows that the association between the grandiose narcissism and vulnerable narcissism of chief executive officers and corporate innovation, the results showed that businesses with narcissistic chief executive officers (CEOs) and policy makers are more

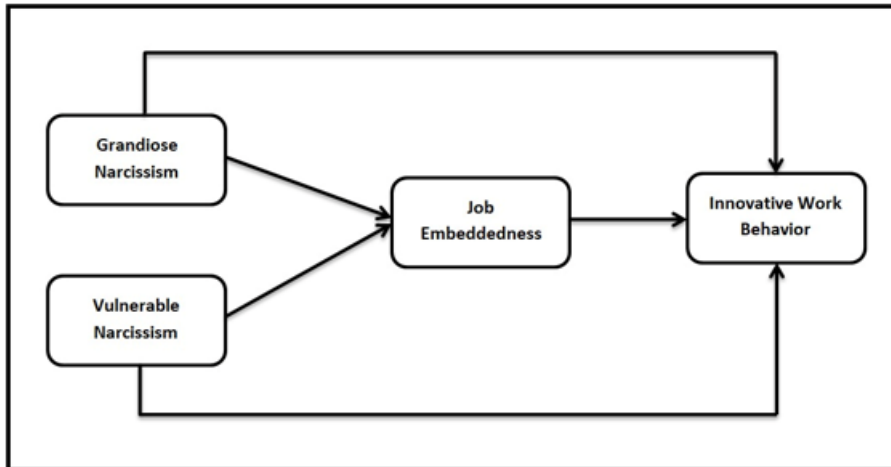
likely to release new products at a faster rate and to include a higher proportion of radical innovations in their new product portfolios. However, they are more vulnerable to incidents where a product causes injury. According to [Nevicka, De Hoogh, Van Vianen, Beersma, and McIlwain \(2011\)](#), although narcissistic leaders are valued for their ability to project power, they impede communication among group members, which has a detrimental effect on the effectiveness of the group.

Any organization's potential to succeed depends on its leader's capacity to maximize its human resource. A competent leader is aware of how crucial employees are to achieving the objectives of the company and the value of inspiring them to work toward these objectives. It is thought that a boss's leadership style significantly influences how well employees perform at work. It is thought that a boss's leadership style significantly influences the work output of their employees. The findings showed that a strong direct positive influence of management style on staff members' innovative behavior. On the other hand, job happiness has a favorable indirect association between leadership and innovative behavior of employees. This indicates that a leader's style influences employees' job performance through job happiness. According to [Godkin and Allcorn \(2011\)](#), successful organizations are the result of happy personnel. Narcissistic leadership is viewed as a bad type of leadership; hence it would be associated with poor employees' innovative behavior. Therefore, the following hypothesis is proposed.

H₄: Grandiose narcissism has a significant impact on innovative work behavior.

H₅: Vulnerable narcissism has a significant impact on innovative work behavior.

Figure 1
Conceptual Framework



Methodology

A quantitative study has been conducted to analyze the impact between dependent and independent variables. Explanatory research has been conducted to explain the variables. Non probability purposive sampling technique was used to collect the data. A sample of 197 respondents has been collected from the private organization of IT sector of Pakistan. Survey questionnaire was reviewed by 3 professionals of private organization of IT sector of Pakistan. After incorporating the input from the professionals, a pilot study has been conducted by the researchers, values of Cronbach alpha is greater than 0.7 of all the variables have been observed (Green, Lissitz, & Mulaik, 1977). A survey questionnaire of four latent variables and twenty observed variables has been designed to conduct this study, a five point likert-scale from strongly disagree to strongly agree has been used to avail this study. All the ethical boundaries have been observed in order to conduct this study such as anonymity of the respondent has been observed. PLS SEM is being used in order to conduct analysis because of a small sample size (Hair, Ringle, & Sarstedt, 2011).

Table 1
Instrumentation source

Variable	Item	Sources
Grandiose narcissism	5	(Spangler et al., 2012)
Vulnerable narcissism	5	(Spangler et al., 2012)
Job embeddedness	5	(Karatepe, 2006)
Innovative work behavior	5	(Janssen, 2000)

Results and findings

Data analysis

Table 2 represents the demographic profile of the respondents; gender, age, their position in the organization and their overall experience have been asked to understand their profile. Table 3 represents the convergent validity and reliability of the data; to establish reliability of the data, composite reliability (CR) is supposed to be equal to or greater than 0.7 (Hair et al., 2011). In order to establish convergent validity, average variance extracted (AVE) is supposed to be equal to or greater than 0.5 of all the latent variables of the study (Hair et al., 2011). Table 4 and table 5 represent the discriminant validity of the data; all the latent variables are supposed to be unique, different from one another (Hair Jr, Sarstedt, Hopkins, & Kuppelwieser, 2014; Henseler, Ringle, & Sarstedt, 2015).

Table 2
Demographic profile of the respondents

	Demographics	Frequency	Percent
Gender	Female	68	34.52
	Male	129	65.48
	Less than 20	9	4.570
Age	21-25	49	24.87
	26-30	96	48.73
	31-35	26	13.20
	36-40	9	4.570
	Above 40	8	4.060
Education	Intermediate	12	6.090
	Undergraduate	30	15.23
	Graduate	92	46.70
Position	Masteris degree and higher	63	31.98
	Top Management	60	30.46
	Middle Management	137	69.54
Experience	Below 1 year	28	14.21
	1-3 years	63	31.98
	4-6 years	58	29.44
	7-10 years	33	16.75
	Above 10 years	15	7.610

Table 3
Reliability testing and convergent validity

Construct	Items	Loading	CR	AVE
GN	GN1	0.740	0.713	0.597
	GN2	0.563		
	GN5	0.733		
IWB	IWB1	0.784	0.893	0.627
	IWB2	0.853		
	IWB3	0.805		
	IWB4	0.793		
	IWB5	0.710		
JEB	JEB2	0.705	0.795	0.566
	JEB3	0.835		
	JEB5	0.709		
VN	VN2	0.730	0.753	0.605
	VN4	0.822		

Table 4
Correlations of discriminant validity

	GN	IWB	JEB	VN
GN	0.630			
IWB	0.441	0.790		
JEB	0.337	0.424	0.752	
VN	-0.073	-0.035	-0.162	0.778

Table 5
Heterotrait-Monotrait Ratio (HTMT)

	GN	IWB	JEB	VN
GN				
IWB	0.883			
JEB	0.801	0.560		
VN	0.643	0.160	0.362	

Results of hypothesis

Table 6 represents the results of hypothesis; grandiose narcissism has a positive significant impact on job embeddedness ($\beta = 0.340$, $P < 0.05$), vulnerable narcissism has a negative insignificant impact on job embeddedness ($\beta = -0.149$, $P > 0.05$), job embeddedness has a positive significant impact on innovative work behavior ($\beta = 0.322$, $P < 0.05$), grandiose narcissism has a positive significant impact on innovative work behavior ($\beta = 0.340$, $P < 0.05$), vulnerable narcissism has a positive insignificant impact on innovative work behavior ($\beta = 0.031$, $P > 0.05$). The results are similar to the past studies (Norouzinik, Rahimnia, Maharati, & Eslami, 2022; Susomrith & Amankwaa, 2019).

Table 6
Hypothesis testing

No	Hypothesis	Loadings	S.E	T Statistics	P Values	Decision
H1	GN $\rightarrow$ JEB	0.340	0.071	4.749	0.000	Accept
H2	VN $\rightarrow$ JEB	-0.149	0.075	1.845	0.065	Reject
H3	JEB $\rightarrow$ IWB	0.322	0.070	4.512	0.000	Accept
H4	GN $\rightarrow$ IWB	0.340	0.071	4.749	0.000	Accept
H5	VN $\rightarrow$ IWB	0.031	0.074	0.551	0.582	Reject

Conclusion

Discussion

This study is conducted in order to understand the impact of grandiose narcissism and vulnerable narcissism on job embeddedness and innovative work behavior of private organization in IT sector of Pakistan. Job embeddedness is found to be one of the most important antecedents for innovation in the organization. This study looked at the attitudes of managers and employees with the knowledge the idea that attitudes are affected by an organization's culture, practices, and conventions. Managers and leaders inside the organization are required to adhere to a predetermined framework. Accordingly, employees see psychological problems negatively, believing that they lower their motivation to succeed through audacious leaders' deeds, influence, and power. Employees are strongly encouraged to follow their managers' instructions as well as to create and disseminate original ideas (Erkutlu & Chafra, 2017). The study by Kashmiri et al. (2017), which contends that narcissistic chief executive officers (CEOs) frequently bring novel goods and account for a larger proportion of innovation, is at odds with the research findings as well. The results of this investigation are consistent with those mentioned by Nevicka et al. (2011). Workers think that narcissistic managers reduce communication between members of the groups they are in charge of, which negatively affects the performance of those groups. In light of its effects on job embedding and inventive behavior, leaders' narcissism also depletes the resources of their staff. Workers become more upset and may start to question their manager in these circumstances. They won't continue to have a favorable outlook on their employment; instead, they will probably act in a strange.

Managerial implications

Managers, policy makers, and chief executive officers of private organization in IT sector of Pakistan are supposed to create an environment of job embeddedness (attachment, self-reports of engagement, job satisfaction and belonging) within the organization that leads to innovative work behavior. Employees are encouraged to engage in additional activities because job embedding increases communications, remarkable suitability, and reduces job turnover and job loss benefits. Accordingly, it can be inferred from the results that the more initiatives taken to raise employees' levels of fitness, communication, and sacrifice, the more individuals will be inspired to perform successfully in the organization and pursue creativity and innovation.

Narcissism ultimately has an impact on performance and behavior. Employees' assessments of the communication environment of their leaders had an impact on their output. Effective working connections between a supervisor and a subordinate help to secure priceless resources that balance individual needs with organizational goals. Employees are hence more committed to their work and more inclined to behave positively. Employee trust in the leader can be impacted when a manager engages with some people who can help them get the assets they require, but does not treat others fairly. Narcissistic leaders cause employees to have less faith in their managers and to exhibit higher degrees of disengagement. The findings of this study demonstrated that leaders' modesty offered benefits and advantages for both employees and organizations, in contrast to traditional beliefs that view charismatic and narcissistic people as suitable for leadership in organizations.

Future recommendations

Despite the expansion of the leadership fiction and the incorporation of several leadership philosophies to promote innovative behavior among employees of private organization in IT sector of Pakistan, this study has a number of limitations that may serve as the basis for future research. Due to the fact that the statistical populations included managers and policy makers; the results may not be generalizable the governmental sectors of Pakistan. As was previously indicated, some studies evaluated innovative behavior solely by managers, while others evaluated it by both managers and employees. The outcomes were reliable and consistent in both situations. The fact that employees rate their supervisors on their innovative behaviors may be viewed as a study constraint. It is recommended that this variable be examined in future studies using employees' self-evaluations. Job engagement, CEO competence and firm performance are the variables that can be included for further research. The current study has focused to the private sector of Pakistan; on the other hand, it can be carried out government IT sectors that will be useful to the government of Pakistan.

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