



## HOW DO NARCISSISTIC LEADERS RELATE TO EMPLOYEE ORGANIZATION CITIZEN BEHAVIOR (LEADER MEMBER EXCHANGE AS A MEDIATION VARIABLE)

Anggia Boantua Siahaan<sup>1</sup>, Kabul Wahyu Utomo<sup>2</sup>

<sup>1</sup>Trilogi University, Jakarta, Indonesia, email: [anggiasiahaan@gmail.com](mailto:anggiasiahaan@gmail.com)

<sup>2</sup>Trilogi University, Jakarta, Indonesia

**Corresponding Author: Anggia Boantua Siahaan<sup>1</sup>**

**Abstract:** This research aims to see the Relationship of Narcissistic Leadership with Organizational Citizen Behavior Mediated by Leader Member Exchange. This study uses Organizational Citizen Behavior as a dependent variable and Narcissistic Leadership as an independent variable. This study used quantitative research methods with sampling techniques in the form of purposive sampling which were distributed to office workers in the Central Jakarta area with an age range in the Millennial generation, namely 20 years to 40 years. The number of populations in this study is unknown, so the sampling used the Lane show technique with a total sample of 100 respondents. The results of the linear regression in this study showed that the proposed hypothesis corresponded to the research carried out. Where the results of the study showed a significant relationship between narcissistic leadership and employee organizational citizen behavior. The results also showed that leader member exchange can mediate the relationship between narcissistic leadership variables and employee organizational citizen behavior.

**Keywords:** Narcissistic Leadership, Organizational Citizen Behavior (OCB), Leader Member Exchange (LMX), Quantitative.

### INTRODUCTION

Currently, in the Era-Globalization, the development of knowledge and technology grown rapidly. This development brought enormous changes to human life. One of the goals of these changes is the optimization of management functions in a company or organization, so that in the future it will be able to survive in their respective business sectors. Whereas we all know, the functions of the management include planning, organizing, leadership and controlling.

In line with this, Human Resources within the company are resources that ultimately carry out the company's business activities. Although the company has good assets and technology, in the end it all becomes useful after being managed by a reliable human resource

person in the company. Human resources have a very important role in the company because it is realized that the company cannot achieve its goals without employees or workers. Reliable human resources will be able to maximize all the resources in the company to become a forerunner of the company to achieve the goals that have been set.

There are many things that must be maximized by the company to achieve effectiveness and efficiency within the company. One of the influences needed to be considered is Organizational Citizen Behavior (OCB) where OCB is identified as a core construct for understanding relationships between employees (Murti, 2010). An important asset within the company that is very important for developing and achieving the goals of the organization, or the company is its human resources. Organizations want employees who are willing to perform tasks that are not listed in their job description (Ramlan, 2005).

Organizational experts concluded that OCB is important for the success of an organization, because OCB has a positive impact on an organization, such as improving the quality of service, improving group performance, and lowering turnover rates. The practical importance of OCB is its ability to improve the efficiency, effectiveness, and creativity of organizations by contributing to resource transformation, innovation, and adaptability (Organ, 1988; Podsakoff, MacKenzie, Paine, & Bacharach, 2000; William & Anderson, 1991) quoted in Brahmin and Sofyandi (2007).

According to Zabihi, et al., (2012) organizational citizenship behavior can bind leaders and employees indirectly, to build attitudes and behaviors in accordance with the company's vision, mission, and strategy. Leaders can establish mechanisms to maintain, develop or change existing organizational citizenship behavior. The socialization process to send the vision and mission of a leader to the organization through organizational citizenship behavior requires proper leadership, to improve strong organizational citizenship behavior.

It is undeniable that the ability of a leader to lead effectively will influence his ability to manage and his ability to influence the behavior of his employees to achieve organizational goals by improving the performance of these employees. In line with what Keith Davis put forward in *Human Behavior at Work* (1989), states that without leadership, an organization or company is simply a collection of people and machines that have no order and chaos. Because leadership is the ability that a person must influence others with a view to achieve predetermined goals with enthusiasm. This is one of the humane elements that binds in a group together and motivates them to achieve predetermined goals.

This is where the role of a great leader is needed. Where someone's leadership can turn something that only has potential into something that has a big contribution to the running of the company or organization. So that leadership clearly has a direct relationship to the company's success in utilizing one's potential to provide maximum results on company productivity. Success in achieving the goal of organization depends largely on the active role of its leaders.

One of the tendencies that occurs within the company regarding this abuse of power is the nature of one's narcissism. Nowadays a person tends to behave narcissistically. Narcissist is a term used to describe individuals who have characteristics such as grandiosity, self-love, and soaring self-view (Campbell et al., 2006).

Management researchers have mixed results regarding the effects of narcissism on various aspects of company leadership and performance. For example, Resick et al. (2009) found that the narcissism of major league baseball team owners had no effect on their team's performance. In the meta-analysis, Grijalva et al. (2015) found that the relationship between narcissism and leadership effectiveness was insignificant, although so they identified a positive

relationship between narcissism and leadership. Indeed, they suggest that there may be both positive and negative influences of narcissism that affect the effectiveness of leadership. To support this view, Deluga (1997), using historiometric procedures, found that the narcissistic behavior of 39 US presidents was positively related to the assessed performance.

According to Morph and Rhodewalt (2001), narcissism is something dynamic, socially defining with two key elements namely excessive positivity and a view of the self so high as well as self-regulation strategies to maintain and enhance a positive outlook. Leaders in an organization are a very relevant subject related to the understanding of narcissism in the setting of an organization. The difference between having a strong level of self-confidence and self-esteem, for leaders and being narcissistic is that narcissists have such a high sense of self-esteem that they value themselves inherently better than others. The difference between those who are confident and those who are narcissistic is often difficult to detect. The narcissistic leader needs to maintain his ability to always be productive and realistic with vision, so as not to affect the organization (Maccoby, 2004). Every organization must be wary of narcissism that can lead to organizational failure (Maccoby, 2004).

Leaders who have narcissistic traits may be able to have a negative effect on employee participation in OCB within the company. Where OCB itself is the behavior of employees who exceed their duties and functions within the company and are beneficial to the company itself. For example, when a leader is busy, it is expected that employees will be able to take the initiative to help the leader to be able to divide tasks. Many of the studies carried out focus on individual differences, leadership behavior, organizational characteristics, and characteristics of the tasks in the company when discussing OCB. But meta-analysis shows that if employees feel fairly treated, satisfied with their work, or supported by their boss, they will give their best abilities. According to Emmons. R (1987) narcissistic leaders have a low sense of empathy and a high tendency to exploitation, they also tend to reduce the self-confidence of their employees and lead them to negative emotions as well as negative behaviors of those employees. Carnavale J.B et al (2018) said that narcissistic leaders can reduce employees' desire to help and have opinions, and even increase negative evaluations of these employees and functional resistance to leaders.

Based on research conducted by Mingze Li, Huili Ye and Guanglei Zhang (2018) with the research title "How Employees React to a Narcissistic Leader? The Role of Work Stress in Relationship between Perceived Leader Narcissism and Employees' Organizational Citizenship Behaviors to Supervisor, resulted in the conclusion that the nature of narcissistic leadership in the company has a negative effect on the OCB ability of employees through high levels of stress. This proves that narcissistic leadership has a significant influence on OCB. When the level of self-monitoring is low, a positive relationship occurs in the narcissism of the leader perceived by the employee and stress as an indirect effect of the perceived narcissism of the leader. When the level of self-monitoring is high, the perceived narcissism of the leader has a negative effect on stress, and the indirect effect of the perceived narcissism of the leader on the employee's OCB causes the stress to be less. Meanwhile, according to Wenting Wang, Lirong Jian, Qiuyun Guo, Haitao Zhang, Wenxing Liu in an article entitled "Narcissistic supervision and employees' change-oriented OCB" (2020) shows that narcissistic leaders have a negative influence on psychological security and affective organizational commitment; psychological safety mediates the relationship between narcissistic supervision and affective organizational commitment; and affective organizational commitment mediate the relationship between psychological safety and employee change-oriented OCB. The results also show that the negative effects of narcissistic leaders on OCB oriented employee change are mediated by psychological security and

subsequent commitment of affective organizations. The two opinions above state that Narcissistic Leadership has the greatest influence on the OCB of employees who are mediated by something, both the level of employee stress and the psychological safety of employees.

Although negativity is associated with narcissism at work, but some characteristics of narcissism itself will be conducive to the formation of a good LMX. For example, narcissistic leaders obtain satisfaction by gaining recognition and attention from colleagues as well as their subordinates (DuBrin, 2012), one of the ways to achieve good and high performance by guiding and mobilizing subordinates. This will motivate narcissistic leaders to downplay potential negative influences on subordinates in the work environment as well as possible counterproductive reactions, such as disappointment, anger, and distrust. Instead, leaders will be motivated to include more subordinates as members of the group by showing respect and giving more trust to their subordinates. This helps foster a good LMX relationship.

Overall, this study was conducted to understand more about narcissistic leadership, OCB, and leader member exchange. (a) by examining the relationship between narcissistic leadership and the OCB; (b) by testing the relationship of narcissistic leadership with leader member exchange; (c) by testing the leader member exchange's relationship with OCB; (d) by examining the indirect relationship between narcissistic leadership and OCB mediated by leader member exchange.

## **LITERATURE REVIEW**

### **Narcissistic Leadership**

According to Gardner (2011), narcissism is defined as the arrogant nature of a person who enjoys comparing himself with others. A person who has such symptoms is often called a narcissist (narcissist). The narcissist has a selfish nature and considers that he is greater and more special than others. A person who has narcissistic traits has the characteristics of always wanting recognition from others, low empathy, excessively requiring awe from others, and tending to have an arrogant and arrogant nature. The indicators used in this study to measure narcissistic leadership variables are: Leadership/Authority; Self-Absorption; Superiority/Arrogance; Exhibitionism

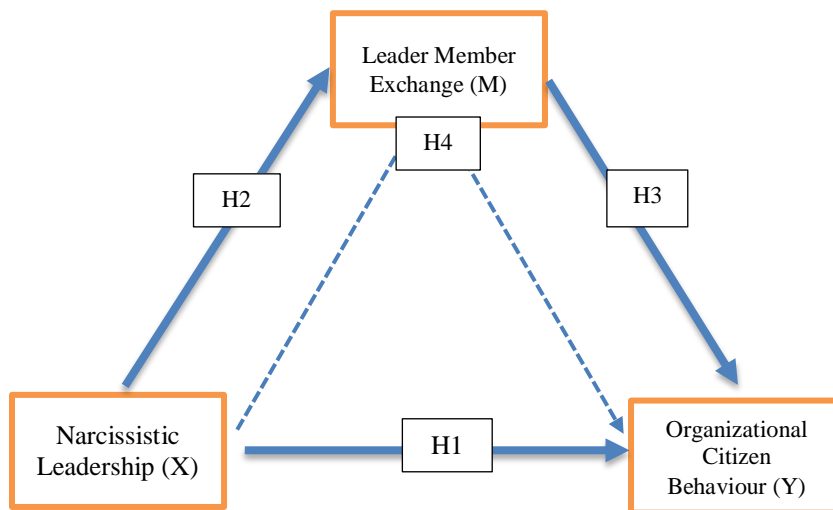
### **Organizational Citizen Behaviour (OCB)**

The behavioral roles required of an employee include in-role and extra roles (Sloat in Soegandhi, et al., 2013) states that extra role behavior is to give the company more than expected. This behavior tends to see employees as social beings who can empathize with others and their environment and align the values possessed with the values of the surrounding environment. This extra role behavior is also called civic behavior or Organizational Citizenship Behavior (OCB). The indicators used in this study to measure organizational citizen behavior (OCB) variables are: Altruism; Conscientiousness; Sportmanship; Courtesy; Civic Virtue

### **Leader Member Exchange (LMX)**

According to Graen and Uhl-Bien (1995) there are 3 (three) domains that are the basis for building relationships in LMX, namely respect, trust, and obligation. The relationship between superiors and subordinates cannot be formed without mutual respect for the abilities of others, there is a sense of trust so that there is reciprocity with others, and the influence of obligations will develop into an employment relationship. The indicators used in this study to measure narcissistic leadership variables are: Respect; Trust; Obligation.

## Hypothesis Development.



**Figure 1. Research Model**

### Relationship between Narcissistic Leadership and Leader member exchange (LMX)

Narcissism is often based on the fear of failure or the fear of showing self-weakness, attention that wants to be directed only to oneself, an unhealthy urge to always be the best, and a deeply ingrained sense of discomfort in the mind towards self-incapacity. Narcissism encourages jealousy and unfair competition and of course will also have an impact on the relationship of subordinate superiors in an organization. Good treatment of employees will be able to create a feeling of voluntariness in employees to be able to sacrifice for the company.

Based on previous research by Baars (2015) there is an influence of narcissistic leaders on the psychological well-being (job satisfaction, work-related anxiety, work-related depression, and emotional fatigue) of their followers. because of the overall lower quality of subordinate superior relations. The narcissism of a leader can affect the quality of LMX and the behavior of the voice of employees. Therefore, from these results a hypothesis is established as follows:

**H1: Narcissistic Leadership affects LMX**

### Relationship between LMX and Organizational Citizen Behavior (OCB)

Organizational experts concluded that OCB is important for the success of an organization, because OCB has a positive impact on an organization, such as improving the quality of service, improving group performance, and lowering turnover rates. The practical importance of OCB is its ability to improve the efficiency, effectiveness, and creativity of organizations by contributing to resource transformation, innovation, and adaptability (Organ, 1988; Podssakoff, MacKenzie, Paine, & Bacharach, 200; William & Anderson, 1991) quoted in Brahmin and Sofyandi (2007).

According to Zabihi, et al., (2012) organizational citizenship behavior can bind leaders and employees indirectly, to build attitudes and behaviors in accordance with the company's vision, mission, and strategy. Leaders can establish mechanisms to maintain, develop or change existing organizational citizenship behavior. The mechanism of organizational citizenship behavior taught by a leader will then be adapted by his followers through a process of socialization. The socialization process to send the vision and mission of a leader to the



organization through organizational citizenship behavior requires proper leadership, to improve strong organizational citizenship behavior (OCB).

Based on research conducted by Lin Wang et al., (2010) there is a positive influence between LMX and OCB.

### **H2: LMX affects Organizational Citizen Behavior (OCB).**

#### **The Relationship between Narcissistic Leadership and OCB**

In relation to the supervisor-subordinate relationship, employees will perform only extra work when they obtain a positive result from their communication with the leader (such as trust and respect). As a typical self-serving leadership, narcissistic leadership will degrade the OCB of employees. For example, Liu et al. found that when narcissistic leaders feel injustice, they reduce the team's voice behavior and the team's pro-social behavior by increasing self-serving behavior.

Based on previous research conducted by Mingze Li, Huili Ye and Guanglei Zhang, it was found that there was a positive relationship between Narcissistic Leadership and OCB. found that self-monitoring moderated the relationship between perceived leader narcissism and employee OCB, as well as the indirect effects of perceived leader narcissism on employee OCB-S through stress.

Specifically, when the level of self-monitoring is low, there is a positive relationship between the perceived narcissism of the leader and stress, as well as the indirect effects of the leader's narcissism felt on the OCB of employees through stress getting stronger. When the level of self-monitoring is high, the perceived narcissism of the leader has a negative effect on stress, and the indirect effect of the leader's narcissism felt on the OCB of employees through barrier stress becomes weaker.

### **H3: Narcissistic Leadership affects OCB.**

#### **The relationship between Narcissistic Leadership and OCB mediated by LMX**

Narcissistic traits, extraversion is an important aspect that increases the likelihood of a highly narcissistic individual to be selected and accepted as a leader. The results of the meta-analysis by Grijalva et al. (2015) show a high positive correlation between narcissism and extraversion, this indicates a high probability for narcissists to become leaders in organizations. In addition, narcissists are also confidently outgoing, and cheerful, at least at the beginning of interpersonal relationships (Brunell et al., 2008). According to the implicit leadership theory (Rush et al., 1977), subordinates tend to believe that narcissistic leaders match the effectiveness of leadership, subordinates will view extroverts and narcissistic (vs. non narcissistic) leaders more effectively. The combination of favorable evaluation of narcissistic leaders and a strong motivation to maintain good relations with his subordinates, helps a good LMX. High trust, formal and informal interaction, support, and compensation characterize a good LMX (Liden & Maslyn, 1998). In line with the theory of social exchange (Blau, 1964), Wayne et al. (2002) suggests that subordinates in a good LMX relationship tend to display more OCB to reciprocate additional resources obtained from the relationship. Furthermore, higher LMX encourages subordinates to carry out innovative behaviors that are not officially part of their work in organization but are beneficial to the performance of the organization (Janssen & Van Yperen, 2004).

### **H4: LMX can mediate between Narcissistic Leadership and OCB.**

## RESEARCH METHODS

To test the hypothesis that has been put forward, the questionnaire was distributed to workers in the Central Jakarta area, with the criteria of having worked for at least 1 year and aged in the millennial generation range of 20 years to 40 years. The number of research samples taken using the Lameshow formula.

The number of samples taken in this study used the Lameshow formula, due to the number of unknown or infinite populations. Here's the formula from the Lameshow sample: (Lameshow, Hosmer, Klas & Lwanga, 1997).

$$n = \frac{z^2 p(1-p)}{d^2}$$

Information:

n = Number of Samples

z = score at 95% confidence level = 1.96

p = maximum estimate (0.5)

d = app (0.10) or sampling error 10 %

Through this formula, the number of samples to be taken for this study is:

$$n = \frac{1,96^2 \cdot 0,5(1 - 0,5)}{0,1^2}$$

$$n = \frac{3,8416 \cdot 0,25}{0,01}$$

$$n = 96,04 = 100$$

So based on the Lameshow formula, the sample results were obtained, namely 96.04 which was rounded to 100 respondents. So that in this study at least the author must take data from a sample of at least 100 people with a purposive sampling technique.

The number of respondents who filled out the questionnaire was 132 people, and those who met the criteria with purposive sampling were 100 respondents (75% of the number of respondents who filled out the questionnaire).

## FINDINGS AND DISCUSSION

### RESEARCH RESULTS

#### Descriptive Statistics

**Table 1. Respondents Data Based on Gender**

Gender	Total	Percentage
Man	42	42%
Woman	58	58%
<b>Total</b>	<b>100</b>	<b>100%</b>

Based on the data table above, it was found that of the 100 respondents who were used as a study sample, there were 42 respondents who were male or as many as 42 percent, and 58 respondents were female or as many as 58 percent of the total existing sample.

**Table 2. Respondents Data Based on Age**

Age	Total	Percentage
< 20 Tahun	-	-
20 - 30 Tahun	39	39%
31 - 40 Tahun	61	61%
41 - 50 Tahun	-	-
> 50 Tahun	-	-
<b>Total</b>	<b>100</b>	<b>100%</b>

Based on the table above, it is known that of the 100 respondents who filled out the research questionnaire as many as 39 respondents or 39% were workers aged 20 to 30 years, and as many as 61 people or 61 percent of respondents aged between 31 to 40 years.

**Table 3. Respondents Data Based on Current Job**

Current Job	Total	Percentage
Pegawai Swasta	68	68%
Aparatur Sipil Negara (PNS)	22	22%
Pegawai BUMN	6	6%
Wiraswasta	4	4%
Freelance	-	0%
Lainnya	-	0%
<b>Total</b>	<b>100</b>	<b>100%</b>

Based on the data in the table above, related to the identity of 100 respondents based on the type of work that the respondents had, data was obtained that, 68 people from respondents were Private Employees as much as 68 percent, this is the most job data in the respondents of this study. Then, as many as 22 people or as many as 22 percent of the respondents were civil servants, then as many as 6 people or 6 percent of the respondents were STATE-OWNED employees and as many as 4 people or 4 percent of the research respondents were self-employed.

**Table 4. Respondents Data Based on Length of Work**

Length of work	Total	Percentage
<1Tahun	-	0%
1 - 5 Tahun	49	49%
6 - 10 Tahun	33	33%
11 - 15 Tahun	16	16%
16 - 20 Tahun	2	2%
> 20 Tahun	-	0%
<b>Total</b>	<b>100</b>	<b>100%</b>

Based on the number distribution data above, out of 100 research respondents, it was found that out of 49 people or as many as 49 percent of research respondents had worked for 1 to 5 years, this was the highest long-working identity in this study. Furthermore, respondents who have worked for 6 to 10 years as many as 33 people or 33 percent of 100 respondents, then as many as 16 respondents or as many as 16 percent of respondents who have worked for 11 to 15 years, and there are 2 respondents or as many as 2 percent of respondents who have worked for 16 to 20 years.



**Table 5. Respondents Data Based on Last Education**

Last Education	Total	Percentage
SMA / SMK	5	5%
Diploma (D1-D3)	12	12%
Sarjana (S1)	73	73%
Pasca Sarjana (S2 - S3)	10	10%
<b>Total</b>	<b>100</b>	<b>100%</b>

Based on the table above, from 100 research respondents, the highest number of respondents with the last education was the respondents who had a bachelor's education (S1) as many as 73 people or as many as 73 percent of the total respondents. Then as many as 12 people or as many as 12 percent of respondents have Diploma education, as many as 10 people or 10 percent of respondents have a Postgraduate education level, and as many as 5 respondents or as many as 5 percent have a high school / vocational education.

### Research Instruments

**Table 6. Research Instruments**

Variable	Dimension	Indicator	No Item
<b>Narcissistic Leadership (X)</b>	Authority	Close supervision	1
		Assertiveness	2
		Pressure on employees	3
	Self-Fulfillment	Admiration for oneself	4
		Love to praise yourself	5
		Don't like the help of others	6
	Superiority	Too confident	7
		Don't want to be underestimated	8
		Feeling always right	9
	Eksibisionisme	Want to be the center of attention	10
		Popularity	11
		Always display abilities and achievements	12
<b>Organizational Citizen Behavior (Y)</b>	Altruism	Offers help with the hard going	13
		Offer the help of an unfinished friend	14
		Helping new hires	15
		Work competently under pressure	16
	Conscientiousness	Come faster to the office	17
		Start work on time	18
		Discipline is present	19
	Sportmanship	Focus on the positive	20
		Not complaining	21
		Not looking for someone else's fault	22
	Courtesy	Mediating	23
		Resolving misunderstandings	24
		Stabilizes the state	25
	Civic Virtue	Be active in company meetings	26
		Active in the activities of the enterprise	27
	<b>Leader member exchange (M)</b>	Respect	Knowing leadership satisfaction
Knowing the problems and needs of the work			29
Trust		Leaders know the potential of employees	30
		The leader uses his power to help employees.	31

	Obligation	Leaders help with financial difficulties	32
		Have full confidence in your boss	33
		Working relationship with effective superiors	34

To measure the validity of these statement indicators, this study used SmartPLS 3.0. This study then took measurements on Cronbach's alpha, composite reliability, AVE, and loading factors. And the result obtained is as follows:

**Table 7. Validity Testing**

Variabel	Indikator	Kode Item	Loading Factor	Keterangan
<b>Kepemimpinan Narsistik (Narcissistic Leadership)</b>	<b>Otoritas</b>	x1.1 < Kepemimpinan Narsistik (X)	0,922	Valid
		x1.2 < Kepemimpinan Narsistik (X)	0,888	Valid
		x1.3 < Kepemimpinan Narsistik (X)	0,910	Valid
	<b>Pemenuhan Diri</b>	x2.1 < Kepemimpinan Narsistik (X)	0,910	Valid
		x2.2 < Kepemimpinan Narsistik (X)	0,897	Valid
		x2.3 < Kepemimpinan Narsistik (X)	0,846	Valid
	<b>Superioritas</b>	x3.1 < Kepemimpinan Narsistik (X)	0,933	Valid
		x3.2 < Kepemimpinan Narsistik (X)	0,886	Valid
		x3.3 < Kepemimpinan Narsistik (X)	0,937	Valid
	<b>Eksibisionisme</b>	x4.1 < Kepemimpinan Narsistik (X)	0,957	Valid
		x4.2 < Kepemimpinan Narsistik (X)	0,923	Valid
		x4.3 < Kepemimpinan Narsistik (X)	0,942	Valid
<b>Leader Member Exchange (LMX)</b>	<b>Respect</b>	m1.1 < LMX (M)	0,907	Valid
		m1.2 < LMX (M)	0,946	Valid
	<b>Trust</b>	m2.1 < LMX (M)	0,943	Valid
		m2.2 < LMX (M)	0,904	Valid
	<b>Obligation</b>	m3.1 < LMX (M)	0,877	Valid
		m3.2 < LMX (M)	0,908	Valid
<b>Organizational Citizen Behaviour (OCB)</b>	<b>Atruism</b>	y1.1 < OCB (Y)	0,923	Valid
		y1.2 < OCB (Y)	0,905	Valid
		y1.3 < OCB (Y)	0,863	Valid
		y1.4 < OCB (Y)	0,887	Valid
	<b>Conscientiousness</b>	y2.1 < OCB (Y)	0,908	Valid
		y2.2 < OCB (Y)	0,910	Valid
	<b>Sportmanship</b>	y2.3 < OCB (Y)	0,938	Valid
		y3.1 < OCB (Y)	0,896	Valid
		y3.2 < OCB (Y)	0,889	Valid
	<b>Courtesy</b>	y3.3 < OCB (Y)	0,898	Valid
		y4.1 < OCB (Y)	0,910	Valid
		y4.2 < OCB (Y)	0,931	Valid
	<b>Civic Virtue</b>	y4.3 < OCB (Y)	0,919	Valid
		y5.1 < OCB (Y)	0,894	Valid
		y5.2 < OCB (Y)	0,864	Valid

Based on the table above, all indicators of the variables tested, namely narcissistic leadership, Organizational Citizen Behavior, Leader member exchange, and political skills have met the convergent validity standard value because the loading factor value is greater than 0.5. Thus, it can be concluded that the whole variable can be said to be valid.

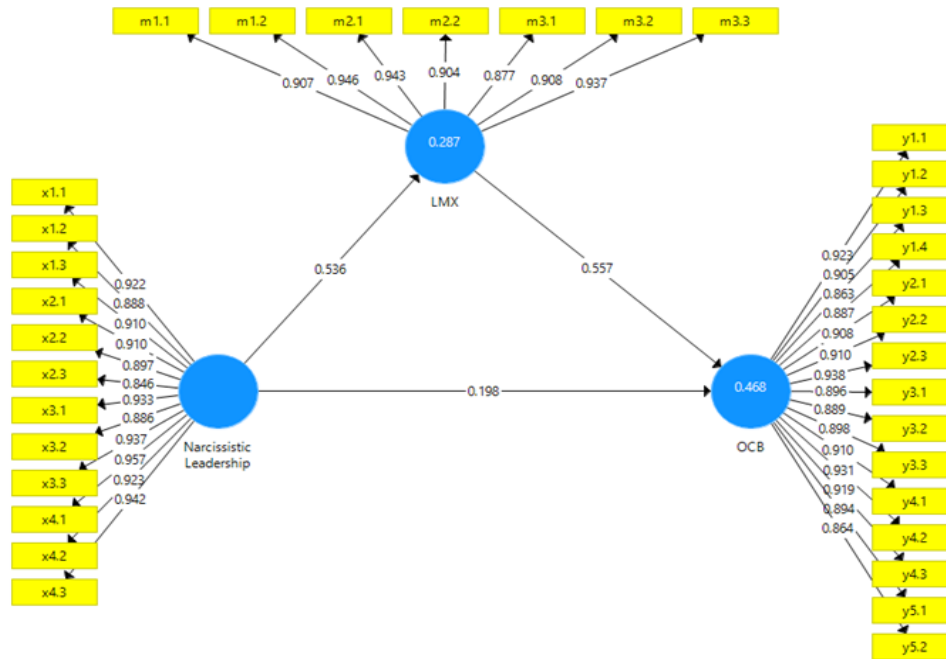


Figure 2. Outer Model

Table 8. Composite Reliability

	Cronbach's Alpha	rho_A	Composite Reliability	Average Variance Extracted (AVE)
<b>Kepemimpinan Narsistik (X)</b>	<b>0,982</b>	<b>0,984</b>	<b>0,984</b>	<b>0,833</b>
<b>LMX (M)</b>	<b>0,969</b>	<b>0,971</b>	<b>0,974</b>	<b>0,843</b>
<b>OCB (Y)</b>	<b>0,984</b>	<b>0,984</b>	<b>0,985</b>	<b>0,815</b>

Based on table VIII, the results of the analysis show that the composite reliability of each variable shows a number > 0.7. Then it can also be seen that Cronbach's Alpha in each variable > 0.6 and the AVE of each variable is at > 0.5. This indicates that the variables tested are declared valid and reliable.

**Direct Hypothesis Testing.**

Table 9. Analysis Results of Direct Hypothesis Testing

Eksogen	Endogen	Path Coefficient	T Statistics ( O/STDEV )	P Values
<b>Kepemimpinan Narsistik (X)</b>	<b>Leader Member Exchange (M)</b>	0,326	3,640	<b>0,000</b>
<b>Kepemimpinan Narsistik (X)</b>	<b>Organizational Citizen Behaviour (Y)</b>	0,201	2,108	<b>0,018</b>
<b>Leader Member Exchange (M)</b>	<b>Organizational Citizen Behaviour (Y)</b>	0,555	5,749	<b>0,000</b>

Based on the summary table of hypothesis testing directly above, the results can be explained as follows.

**Relationship between Narcissistic Leadership and Leader member exchange (LMX)**

The relationship between narcissistic leadership and Leader member exchange results in a path coefficient of 0.326 with a p value of 0.000. The results of this test show that the path

coefficient is positive and the p value < the level of significance ( $\alpha=5\%$ ). This means that there is a positive and significant relationship between narcissistic leadership and leader member exchange.

It can be interpreted that the more effective narcissistic leadership a leader is, the quality of the relationship between superiors-subordinates will also be more effective. The results of research by Shudi Liu et al. (2019) show that there is an influence of three-way interaction between the perception of leader narcissism, the quality of LMX, and the identification of leaders, which negatively affects the proactive behavior of employees. When the quality of LMX and the identification of the leader are both at a high level, the negative relationship between the perceived narcissism of the leader and the proactive behavior of employees is the most prominent.

Although it is assumed that Narcissistic Leadership has a negative impact, the interaction between the level of narcissism of the leader and the follower can have different results depending on the perception of the follower. When the level of narcissism of the leader is replaced by the follower's perception of the leader's narcissism, the relationship seems to be strengthened. There is a tendency in followers to be able to provide the best results so that their leaders feel happy. Although sometimes it seems insincere, but to attract the attention of their superiors who have narcissistic personalities they will try their best to establish a good relationship with their superiors.

This is also in line with previous research conducted by Baars (2015), where according to Baars, there is an influence of narcissistic leaders on the psychological well-being (job satisfaction, work-related anxiety, work-related depression, and emotional fatigue) of their followers. As a result of the overall quality of the relationship of superiors and subordinates. Where the narcissism of a leader can affect the quality of the voice of the subordinates. According to Susan Shurden et al, LMX can be a mediating factor in the influence between narcissistic and job satisfaction. Nur Agus Herman et al. also stated that narcissistic leadership affects the quality of the relationship between superiors and subordinates.

In accordance with the explanation above, **Hypothesis 1 is accepted: There is a positive and significant relationship between Narcissistic Leadership and Leader member exchange (LMX). Then H1 is acceptable.**

### **The relationship between LMX and Organizational Citizen Behavior (OCB).**

The relationship between leader member exchange and Organizational Citizen Behavior resulted in a path coefficient of 0.201 with a p value obtained of 0.018. This indicates that the path coefficient is positive, and the value of the obtained p value is greater than the level of significance value ( $\alpha = 5\%$ ). This means that there is a positive and significant relationship between leader member exchange and Organizational Citizen Behavior.

From the calculation results, it is interpreted that the relationship between LMX and OCB is positively related, the more effective the quality of the relationship between superiors and subordinates (LMX) the more effective the OCB of employees in the company. Vice versa, if there is an ineffectiveness of the subordinate superior relationship, it will reduce the quality of the employee's OCB.

The ability of superiors to maintain good relations with subordinates is proven to be able to increase the extra-role of their employees. Good communication, the existence of a two-way mutual understanding between superiors and subordinates will form a positive quality of superior and subordinate relationships.

The results obtained are also in line with research conducted by Zabihi, et al, (2012) that OCB can bind leaders and employees indirectly, to build attitudes and behaviors in accordance with the company's vision, mission and strategy. As well as the results of research conducted by Lin Wang, et al, (2010) stated that there was a positive influence between LMX and OCB.

Therefore, **Hypothesis 2 is accepted: There is a positive and significant relationship between Leader member exchange (LMX) and Organizational Citizen Behavior (OCB). Then H2 is acceptable**

### **The Relationship between Narcissistic Leadership and Organizational Citizen Behavior (OCB)**

The relationship between narcissistic leadership and Organizational Citizen Behavior resulted in a path coefficient of 0.555 with a p value of 0.000. This shows that its path coefficient is positively valued, and the p value obtained is greater than the level of significance ( $\alpha=5\%$ ). This means that there is a positive and significant relationship between narcissistic leadership and Organizational Citizen Behavior.

It can be interpreted that increasing one's narcissistic leadership is able to also improve the OCB of its employees. Although it is assumed that narcissistic leadership has a bad impact on the development of employee OCB, but with great ambition, narcissistic leaders can provide the dominance that drives the OCB of their employees.

This is in line with research conducted by Mingze Li, Huili Ye and Guanglei Zhang, that it is the result of a positive relationship between narcissistic leadership and Organizational Citizen Behavior. The study also found that self-monitoring moderates the perceived relationship of leader narcissism with employee OCB. Campbell et al also stated that narcissistic leaders have a great vision and show a high level of dominance to have a positive effect on OCB employees.

Based on these results, **Hypothesis 3 is accepted: There is a positive and significant relationship between Narcissistic Leadership and Organizational Citizen Behavior (OCB). Then H3 is acceptable.**

### **Hypothesis Testing of Indirect Influences**

The hypothesis testing of indirect influence is carried out with the aim of indirectly testing the presence or absence of influence on exogenous variables with their endogenous variables through mediation variables. This test criterion states that if the path coefficient is positive and the value of  $\leq$  the level of significance ( $\alpha = 5\%$ ) then it is stated that there is a positive and significant influence on the exogenous variable on the endogenous variable through mediation.

The results of testing the hypothesis of this indirect influence can be seen through the summary in the following table:

**Table 10. Results of Indirect Hypothesis Testing**

Eksogen	Mediasi	Endogen	Indirect Coefficient	T Statistics ( O/STDEV )	P Values
Kepemimpinan Narsistik (X)	Leader Member Exchange (M)	Organizational Citizen Behaviour (Y)	0,181	3,118	<b>0,001</b>

Based on the tests listed in the table above, it can be explained as follows:

**The relationship between Narcissistic Leadership and Organizational Citizen Behavior (OCB) mediated by leader member exchange (LMX)**

The relationship between narcissistic leadership and Organizational Citizen Behaviour (OCB) mediated by leader member exchange (LMX) resulted in a path coefficient of 0.181 with a p value of 0.001. The test results show that the path coefficient is positive or the value of p value < the level of significance ( $\alpha = 5\%$ ).

This means that there is a positive and significant relationship between narcissistic leadership and Organizational Citizen Behavior mediated by leader member exchange. Where if the higher quality of superior relationships is caused by the good effectiveness of the superior's narcissistic leadership, it will improve the OCB quality of employees in the company. Negative views related to narcissistic a person can turn into a domination that brings about positive changes. Where there is an assumption that narcissistic leaders show an extraversionary and confident attitude, to be able to cause a positive closeness also with their followers. This is indirectly able to encourage the development of OCB employees.

The type of mediation found in this study is a type of partial mediation, where independent variables can directly influence dependent variables without going through or involving mediator variables.

This is in line with research from Grijalva et al (2015) where there is a positive and high correlation between narcissism and extraversion, this shows that it is very likely for narcissists to become leaders in the company. In addition, narcissists are also confidently outgoing, and cheerful, at least at the beginning of interpersonal relationships (Brunell et al., 2008).

Based on these results, Hypothesis 4 was obtained: Leader member exchange can mediate the relationship between Narcissistic Leadership and OCB positively and significantly. Then H4 is acceptable.

## CONCLUSION AND RECOMMENDATION

The hypotheses proposed in this study are as many as four hypotheses.

Based on the results of the analysis and discussion found in the research conducted, the following conclusions can be drawn:

Narcissistic leadership has a positive and significant relationship with leader member exchange (LMX), which can be interpreted as a narcissistic leader will positively affect the quality of the relationship between superiors and subordinates. Although it is assumed that a narcissistic leader will have a negative effect on the relationship between superiors and subordinates, in this study it was found that the narcissistic personality of a leader has a positive impact on the relationship between subordinate superiors because it is able to create a bond for his followers

Narcissistic leadership is positively and significantly related to Organizational Citizen Behavior (OCB). Basically, narcissistic leadership is assumed to have a negative impact on the OCB of its followers. But later in the research conducted, it was found that narcissistic leaders gave positive impact to the OCB of their followers, this happened because they were imitated by the character of a narcissistic leader who was extraversion, always wanted to move forward and give maximum work effort.

LMX has a positive and significant relationship with OCB directly. Where this shows that if the relationship between subordinate superiors is increasing, it can have a positive impact on the OCB of their followers. The higher the relationship between the superior and his subordinates, the more OCB his followers will increase.

LMX can mediate the relationship between narcissistic leadership and OCB in a positive and significant way. This shows that the quality of the relationship between superiors and



subordinates is good and positive can increase a positive relationship over the narcissistic leadership of a leader with OCB employees.

Based on the results of data analysis and existing conclusions, the author can provide recommendation as follows:

The focus in the company, of course, is the progress and achievement of the company's vision, mission, and goals. One way to achieve this is by involving the participation of employees to be able to provide their best abilities. OCB is an action that the company expects of its employees. In relation to the achievement of this, employees need to quickly and well adapt to the leadership style, fulfillment of the quality of the relationship between superiors and subordinates to better achieve the goals of joint work.

For the management of the company and the organization, it is also necessary to carry out further evaluation in taking an action, open communication both ways, to be able to form a relationship between subordinate superiors reciprocally better. The management must also keep in mind that employees or their followers are assets not tools.

For further research:

- a) The results of this study are expected to be able to become one of the supporting tools for further research, especially those related to narcissistic leadership and Organizational Citizen Behavior (OCB). Leadership is one of the benchmarks for the success of a company and organization so that it can create synergistic relationships between superiors and subordinates and is able to increase follower participation even better.
- b) Subsequent research should also measure the motivation to link between narcissistic leadership and OCB. Considering that because of the narcissistic personality of a person who is known to be self-centered, so it is suspected that strong employee motivation can have a good impact on OCB employees.
- c) Although narcissism is assumed to be something negative, in this study it was found that narcissism has a positive impact on the relationship between superiors and subordinates and the participation of their followers in providing maximum abilities. This test is carried out on employees who work for at least more than 1 year, in the age range of the millennial generation, which is 20 to 40 years. In the next research, research can be carried out on one agency or company with the same type of leadership characteristics and corporate culture. It can also be done in other generations, such as generation Z, as well as generation X.

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