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Narcissism and Person-
Environment Fit:
The Appeal of Leadership and Prestige

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What is Narcissism?

An individual difference observed in nonpathological populations:

- Grandiose self-importance
- Exploitativeness
- Lack of empathy

(*DSM-V*; American Psychiatric Association, 2013)



What is Person-Environment Fit?

- “...compatibility between an individual and a work environment that occurs when their characteristics are well matched” (Kristof-Brown, Zimmerman, & Johnson, 2005, p. 281)
- Different personalities are attracted to different vocations (Furnham & Fudge, 2008)



What kinds of vocations provide narcissists with person-vocation fit?

- Narcissists prefer:
 - leadership, authority, and power (Kets de Vries, 1988)
 - setting self-focused, “getting ahead” goals (Bradlee & Emmons, 1992; Wink, 1991)
 - high standard of living/wealth (Roberts & Robins, 2000)
- Self-verification theory (Swann, 1983)
- Dynamic self-regulatory processing model of narcissism (Morf & Rhodewalt, 1991)



What kinds of vocations provide narcissists with person-vocation fit?

H1: Narcissists tend to occupy vocations that reinforce the work values of (a) achievement and (b) recognition.

H2: Narcissists will tend to occupy managerial positions.



What happens when narcissists don't experience "fit" with their vocations?

- Narcissism-CWB relationship ($\rho = .23$; Grijalva & Newman, 2014; see also O'Boyle, Forsyth, Banks, & McDaniel, 2012)

H3: Narcissism will lead to increased CWBs to the extent that a vocation does not reinforce the work values of (a) achievement and (b) recognition.



Methods

Online survey completed by 505 employed adults (28% male; 65% Caucasian) in a wide variety of vocations.

- Narcissistic Personality Inventory (Raskin & Terry, 1988)
- Counterproductive Work Behaviors (Bennett & Robinson, 2000)
- Job Title/Management Status



Methods cont.

- Job titles were matched to O*NET Job Titles.
 - (IRR = 80.17%)
- O*NET Work Values added:
 - **Recognition:** Occupations that satisfy this work value offer advancement, potential for leadership, and are often considered prestigious.
 - **Achievement:** Occupations that satisfy this work value offer a sense of accomplishment.



Results

Correlation Matrix of Study Variables

	Sex	Manager	NPI	CWB	Achievement WV	Recognition WV
Sex	1					
Manager	.170**	1				
NPI	.056	.163**	1			
CWB	.091*	-.027	.016	1		
Achievement WV	.050	.266**	.071	-.042	1	
Recognition WV	.105*	.370**	.092*	-.035	.892**	1

Note. $N = 505$; Sex: 1 = Male; Manager: 1 = Yes; NPI = Narcissistic Personality Index; CWB = Counterproductive Work Behavior; WV = Work Value.

* $p < .05$. ** $p < .01$.



Results cont.

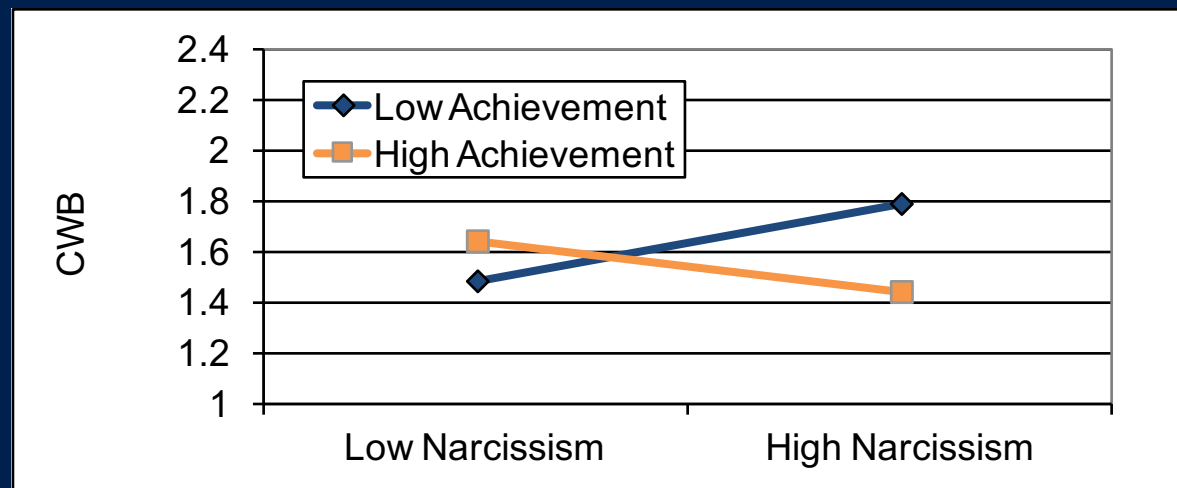
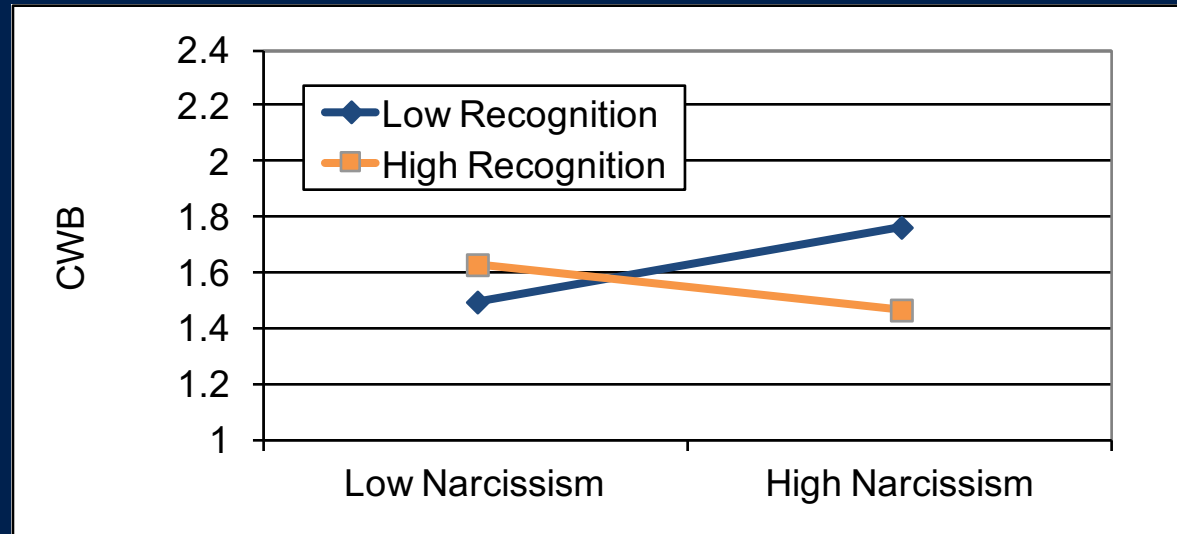
Narcissism and CWB Moderated by Recognition and Achievement Work Values

Variable	Recognition			Achievement		
	<i>B</i>	S.D.	<i>p</i>	<i>B</i>	S.D.	<i>p</i>
Constant	1.5825	.0192	.0000	1.5625	.0206	.0000
Narcissism	.0016	.0028	.5622	.0000	.0030	.9959
Work Value	-.0008	.0009	.3744	-.0011	.0011	.3081
Nar x W.V.	-.0003	.0001	.0342	-.0004	.0002	.0102
R^2	.0118 ($p = .1453$)			.0161 ($p = .0610$)		
ΔR^2	.0098 ($p = .0342$)			.0135 ($p = .0128$)		

Note. $N = 505$.



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Note. “Low” and “High” categories correspond to ± 1 S.D. for a given variable.



Discussion & Implications

- Narcissists are attracted to jobs that tend to be more prestigious and provide opportunities for advancement and leadership.
- When narcissists are in jobs that do not meet their desire for recognition and achievement they perform more CWBs.



Limitations & Future Research Directions

- No significant correlation between Narcissism & CWB.
- Online convenience sample; possible international/cultural differences.
- Replicating our findings with a second, time-lagged study and introducing potential mechanisms.



Thank you!

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