# Organizational Narcissism Scale (ONS)

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#### **Abstract**

Narcissism is a kind of psychological case can be experienced by people or organizations with healthy or pathological dimensions. The goal of this work is to develop a scale for measuring organizational narcissism. This scale is developed in in two phases, and every dimension (leadership and authority, anticipation of recognition, grandiosity, self admiration and exhibition) of the scale strongly, positively correlates with the other dimensions, as well as with the scale as a whole. Test-retest process is used. To the first phase 762 managers and workers from small to mid-sized companies in various sectors have contributed to the second one the same group have participated and 718 of them answered. The validity and reliability analysis done by providing a reliable measurement tool, the scale will help determine whether organizational narcissism is healthy or pathological. It is ready to be used by the company managers who want to learn the narcissism level of their organizations.

Keywords: narcissism, organizational narcissism, scale

#### 1. Introduction

#### 1.1 Importance and the Aim of the Study

Narcissism is a kind of thing can be experienced in the organization as behavioral disorder or a personal aspect with different levels. To balance or utilize from these effects to know the level of organizational narcissism and its dimensions gain importance. This study become important with the scale it developed for being used in several studies. The aim of this paper is to develop a scale to measure organizational narcissism.

# 1.2 Literature Review

The concept of narcissism comes from the mythical story of Narcissus. According to the story, one day while on a hunt, Narcissus came across a calm and still stream. When he bent down to drink the water, he saw the beauty of his own face and body. He said to himself, "I am burning with self love. How can I reach this beauty which appears in the water? I cannot part from this image. Only death can save me." Narcissus then dies while observing his own reflection.

A narcissist is a person who generally feels a strong love for him/herself, finds him/herself magnificently important and feels a strong sense of authority. The American Psychiatric Association (2000) defines narcissism as a personality disorder found in various areas, which includes "a pervasive pattern of grandiosity, need for admiration and lack of empathy". The definition of the narcissistic personality disorder is somewhat vague, and is generally considered to be present when a series of egotistical behaviors are present, along with a positive identification by a clinician (APA, 2000, p. 717).

Narcissistic personalities have exaggerated egotistical feelings, in other words, feelings of self-importance. They chase goals like unlimited success, power, intelligence, beauty or immaculate love. They believe that they are special and unique, want to be liked and use interpersonal relations for their own gain. They do not hesitate to use other people's weaknesses for their own needs. They do not feel empathy, and usually think that others are jealous of them.

The extent to which all of these characteristics are present can be considered the level of a person's narcissism. For some, it might be possible to work with and adapt these characteristics so as to fit into society. Others are forcibly separated from the real world by their narcissistic characteristics. It is thus crucial to determine whether narcissism is healthy or extreme (pathological). This question, which is generally posed regarding individuals, will be explored in this work in terms of narcissism on an organizational level.

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According to Freud, individual psychology was developed and adapted for individual people. It has involved people trying to determine the motivations that lead to certain situations and states. However, figuring this out seldom involves straightforward conditions, when the relationships between individuals are taken into consideration. In an individual's psychological state, another person can be a model, an object, a helper or competition. Thus individual psychology is at the same time necessarily a question of societal psychology (Fromm, 2004a, p. 20).

When we look at the psychological reactions of a group, we must look at the group members' individual personality structures. But the interesting thing here is not how the differences between these people are produced, but rather the ways in which these personality structures can function together and create aspects of the group's total personality. This concept can be called "organizational personality". Organizational personality is necessarily less specific than individual personality, and is made up of only the fundamental core of the personality structures that emerge from the common experiences and lifestyles developed by an organization's members. There can also be "deviants" within the group who have personalities far different from the overall group personality. If we want to understand how human energy can be directed and organized, and how it functions in a certain societal order, we need to take a close look at organizational personality (Fromm, 1999 p. 258).

Narcissism might be discussed within organizational personality. Personality is made up of an individual's habitual behaviors, thoughts and feelings, ways of speaking and physical gestures. It is the predictable patterns in a person's manner of maintaining interpersonal relations and making decisions, either consciously or unconsciously (Volkan, 2005, p. 267).

The effective elements in personality development begin with childhood education and the methods used in raising a child. Education can prime an individual for the societal functions that he/she will play in the future. In other words, the person's personality is made up of the way the person will approach society, his/her hopes and the conflicts that will arise when he/she takes on a societal role. Educational methods do not lead to certain, clear societal personality structures, but are one of many mechanisms that form personality (Fromm, 1999, p. 265).

Depending on their personality structures, people might have a tendency to act in certain ways, but the environment in which they find themselves might not allow them to do what they wish to do. Organizations are in this way like individuals, and grow in an environment of changing conditions and individuals, in which ideas and reactions that come from the environment can affect the balance of the personality that emerges. Organizations must adapt to various conditions, as well as the organizational goals and the expectations of other individuals, and they develop personality characteristics that allow them to do this. Like people, organizations are motivated to protect their own collective personality and validity (Brown, 1997, p. 683; Ganesh, 2003, p. 558; Fromm, 1999, p. 259). They develop belief systems and cultures that help members understand how they should behave, who should be part of the collective and what they need to become (Whetten, 2006, p. 219).

Members of an organization develop their personalities not just based on what others say about them, but also how others perceive them. Dutton and Dukerich (1991) take the Port Transport Company as an example. The port workers did not accept the view that others had about them, and attempted to change this perception. They did this in particular by working with the feelings that emerged when faced with other people's views that were in conflict with what they saw in the mirror, and thus took it upon themselves to redefine their organizational culture (Dutton & Dukerich, 1991, p. 554). Cultures, by overcoming uncertainties, allow for the development of defense mechanisms for preserving personalities (Duchon & Drake, 2007, p. 2). This narcissistic reaction is another coping mechanism for protecting and taking care of the organization's personality. Attempts like this to protect personality are necessary for the organization's continued existence, and should generally be desirable. The personality of an organization takes on a clearer form when ways are found to solve harmony and integration problems, and displaying fundamental and constant characteristics that make up a personality (Schein, 1992, p. 4). These defense mechanisms, as in individuals, can also emerge as pathological narcissistic reactions, which pull the organization away from reality and involve efforts to fuel vanity and delusions of grandeur, rather than adding something valuable to the organization's vital characteristics, which would be a healthy product of organizational narcissism.

Organizational narcissism might be healthy or pathological. When an organization's members are motivated to protect a self image that reflects their social categories and is a part of them, they collectively move to set up a certain level of self respect for the organization. The organization does this in order to be able to use ego-defending behaviors to create self-respect, not just for protecting people, but also for raising the validity of the collective category (Brown, 1997, p. 650). This situation allows us to see the reflection of individual

narcissism on an organization. Just like individuals who develop narcissistic characteristics that protect their ego, organizations can do the same.

As with individuals, healthy narcissism can raise the performance of an organization. Talented narcissists are often highly intelligent, and can combine their grandiosity, self investment and fantasy to be successful in academic and professional circles (Maccoby, 2003; Ronningstam, 2005, p. 79). They face social pressures with decisiveness, and to reach goals they show tireless effort in turning situations toward their own benefit. They are self-confident, focused on power, and able to use these qualities to improve the effectiveness of an organization or its quality of life (Duchon & Burns, 2008, p. 643-644). In this sense, organizations can increase their success by adopting narcissistic characteristics.

Healthy narcissistic characteristics depend on individuals having positive relationships with organizations, and increasing their egotistical respect to include both themselves and the organization. By dealing with the good and bad situations that arise with regard to the organization as if they were happening to themselves, they can help the organization reach its goals.

Hatch and Schultz (2002) use the model they developed for organizational personality to look at organizational narcissism (self-centeredness) and how this personality can have a negative function (Hatch & Schultz, 1997, p. 356). Self-centered organizations have very specific definitions and ideas about themselves and their borders, and in this narrow field they attempt to work for personal profit. A self-centered understanding of personality can lead to two negative results: maintaining an unrealistic personality, or creating personalities that will destroy important elements of the context in which one finds oneself.

Creating an extremely narcissistic personality is a problem that feeds itself. An extremely narcissistic organizational personality can create a tendency to try to make the organization seem right and correct at any price (Brown, 1997, p. 683). Organizations that are subject to extreme narcissism lose their ability to perceive real situations and are plagued by lies that damage their personalities, self-aggrandizement and delusions of grandeur.

Extremely narcissistic organizations are void of empathy, and see the opportunity for success in the exploitation of others. They put extreme emphasis on continued success, using people as resources that they can completely exploit, and act even at the expense of other organizational services. Such a personality can be a sign either of high self respect or low self respect. Usually an organization with high self respect is characterized by an exaggerated egotism and is blind to its own weaknesses. An organization that is ready to exploit itself cannot maintain credibility, and the advantages of internal competition turns to disadvantages (Duchon & Burns, 2008, p. 355). If an organization is extraordinarily proud, its current successes and major hopes might correspond to its future successes. Leaders in these organizations will see very few limitations regarding what can be accomplished and what goals can be reached. Feelings of entitlement can support the exploitation of others, including customers and the broader public. The mental state of such an organization cannot be predicted—one day a major success might be celebrated, and a week later a small goal that could not be met might lead to extreme sadness. Some people in the organization might be insulated from the rest, and this group's preferred leaders might form secret groups. The organization will be less interested in serving the people, and more interested in proving the legitimacy of its existence (Brown, 1997, p. 644).

Organizational narcissism analysis is in the tradition of psycho-analysis, and involves adapting the narcissistic characteristics that individual personalities can display to organizational behaviors. Raskin and Terry developed the narcissistic personality scale to measure individual narcissism, and it has become one of the most widely-used tools for this purpose. In this scale narcissism is made up of the sub-dimensions of authority, exhibitionism, superiority, arrogance, exploitation, self-righteousness and self-satisfaction (Raskin & Terry, 1988). The narcissistic personality scale used by Emmons (1987) is made up of 4 sub-dimensions, which are Leadership/Authority, Egotism, Superiority/Arrogance and Exploitation/Righteousness (Tschanz, Morf, & Turner, 1998). In another, more recent study, Raskin and Terry use a 54-item scale, and after removing items with weak factor loads based on a factor analysis, they reduced the scale to 40 items. In the study, the strongest three sub-dimensions were power, exhibitionism and being special (Kubarycha, Dearyb, & Austin, 2004).

# 1.3 Research Questions

The question of this study is "Would an organizational narcissism scale be developed with high validity and reliability?". This work is designed to find an answer to this question.

#### 2. Methodology

Data collection tools that are ready to be applied require two fundamental properties, "validity and reliability". Validity tests to what extent the property you are trying to test is actually being tested, while reliability involves consistency in how individuals answer the items (Colton & Covert, 2007, pp. 65-93).

In order to test the consistency of the tool over time, the test-retest method was used. There was a 3-month period between the test and the retest. Thus, the study had two phases.

#### 2.1 Participants

In the first phase the scale was applied to a total of 762 managers and workers from small to mid-sized companies in various sectors. For the second phase it was reapplied to the same people 6 months later. Since not all 762 of these people could be reached, the test was carried out on 718 people. This is a self existing sample.

#### 2.2 Research Design

Research is designed as two phases.

# I. Phase

In this phase, a literature review was carried out to check scope validity. We looked at Raskin and Terry's 1988 individual narcissism scale, and the items that could be applied to organizations were identified. Later, after adding various items from the literature review to the scale, a pool of 56 items was created. Expert advice was taken regarding the scale, and items that were seen as too similar to other items, or irrelevant, were removed, leaving 38 items in the final scale.

Once the 38-item organizational narcissism scale was subjected to a factor analysis, 4 items (3.10.14.36) were found to have very low factor loads, each of which was below 0.4, were removed from the scale. Thus the scale was reduced to 34 items. Another factor analysis showed that the items could be separated into 5 sub-dimensions: grandiosity, self-admiration and vanity, leadership and authority, anticipation of recognition and exhibitionism. An explanatory factor analysis (EFA) and corrective factor analysis (CFA) were applied for validity and reliability.

Structure Validity: An Explanatory Factor Analysis (EFA) is a multi-variable statistical factor analysis. Its goal is to reduce k variables (the items) to r independent dimensions. For the suitability of the data to a factor analysis, statistical results of KMO and Bartlett tests were calculated (KMO=0,893;  $\chi^2 = 9703$ , 3 p<0,05). According to these results, the data and the sample were determined to be suitable for a factor analysis. In the factor analysis, the fundamental factors method was used, and a rotation was carried out using the Varimax method and Kaiser normalization. The result of the factor analysis was 38 items in 5 sub-dimensions, with a total variance ratio of 62.6%.

Table 1. Factor loads of the organizational narcissism scale rotated component matrix(a)

Item		1	2	3	4	5
Number	Item	Leadership and Authority	Anticipation of Recognition	Grandiosity	Self Admiration and Vanity	Exhibitionism
29	Other companies are no match for us.	0.764				
26	Our company is a source of inspiration for all other organizations.	0.715				
28	Our company is a leader in its category.	0.699				
20	At meetings and in other situations our company is the focus of attention.	0.689				
8	Our company is the center of attention.	0.667				
11	Those who dislike us are blind.	0.636				
33	Other organizations should take us as an example.	0.630				
32	We are very successful.	0.605				
27	One day, everyone will be talking about our successes.	0.562				
25	We start new things.	0.500				
31	We have the best staff.	0.494			•	
1	Everyone likes hearing our story.	0.434				
17	When I introduce myself I also say where I		0.723			

	work.			
18	I would say that I am proud of where I work.	0.674		
6	We have an atmosphere that affects people.	0.669		
6 7	We know how valuable we are.	0.618		
12	Our company has a very nice working			
	environment.	0.601		
15	Our company has its own, unique, very nice			
	image.	0.600		
23	There is nothing we can't succeed in.	0.491		
34	We are always aware of what we are doing.	0.8	07	
30 35 37 9	There is nothing we can't do.	0.7	14	
35	We never give up before succeeding.	0.5	49	
37	It is impossible to ignore our success.	0.5	14	
9	Not being taken into account by our peers			
	makes us angry.	0.5	09	
2 4 24	We should definitely take part in activities.		0.781	
4	There is no one who doesn't know us.		0.563	
24	We make a difference at meetings and			
	activities.		0.562	
5	We are a very picky company.		0.544	
19	I like when other people praise us.		0.541	
21	A book should be written about us.		0.527	
22 38	We organize great ceremonies.			0.905
38	We organize unbelievably nice festivities.			0.905
13	We put our successes on display in a striking			
	manner.			0.846
16	An important part of our budget goes toward			
	advertising.			0.843

Rotated Sums of Squared Loadings %of Variance

TOTAL: 62.649% 20.787% 14.08% 11.765% 8.434% 7.584%

According to Table 1. the result of the factor analysis was 5 sub-dimensions, the first of which was leadership and authority. It is made up of 12 items, its variance explanation ratio is 20.8%, and the factor load of its items varied between 0.765 and 0.434.

The second sub-dimension was "anticipation of recognition", and is made up of 7 items. The variance explanation ratio of this dimension is 14.08%. The items' factor loads vary between 0.723 and 0.491.

The third dimension "grandiosity" is made of 5 items. This sub-dimension's explanation ratio is 11.765%. Its items' factor load varies between 0.807 and 0.509.

The fourth sub-dimension is "self-admiration and vanity", which is made up of 6 items. Its variance explanation ratio is 8.434%. Its items' factor loads varied between 0.781 and 0.572.

The fifth and final sub-dimension is "exhibitionism" and is made of 4 items. Its items' factor loads vary between 0.905 and 0.843. The item loads were highest in this sub-dimension. The dimension's variance explanation ratio is 7.584%.

### Reliability

We looked at the Cronbach alpha to calculate the reliability of the scale. The Cronbach alpha coefficient indicates both whether the items are measuring the same. thing, and also what their relationship to each other is. According to Streiner DL (2003), if the Cronbach alpha is greater than 0.9, the measure is excellent, if it is between 0.9 and 0.8, it is good, if it is between 0.8 and 0.7, it is acceptable, if it is between 0.7 and 0.6, it is questionable, 0.6 to 0.5 is poor and under 0.5 is unacceptable.

Table 2. The cronbach alpha values of the organizational narcissism scale

Dimension	X	Ss	Cronbach Alpha	Cronbach Alpha Total
Leadership and Authority			0.9240	
29. Other companies are no match for us.	1.8819	1.0847		
26. Our company is a source of inspiration for all other organizations.	2.1811	1.0538		
28. Our company is a leader in its category.	2.2047	1.0900		
20. At meetings and in other situations our company is the focus of attention.	1.9843	.9054		
8. Our company is the center of attention.	1.9528	.9552		
11. Those who dislike us are blind.	1.9606	1.0758		
33. Other organizations should take us as an example.	2.0945	1.0906		
32. We are very successful.	1.9291	1.0060		
27. One day, everyone will be talking about our successes.	2.3150	1.1893		
25. We start new things.	2.3465	1.0384		
31. We have the best staff.	2.3465	1.1188		
1. Everyone likes hearing our story.	2.4882	1.1704		
Anticipation of Recognition			0.8783	
17. When I introduce myself I also say where I work.	3.0315	1.3106		
18. I would say that I am proud of where I work.	2.4961	1.1704		
6. We have an atmosphere that affects people.	2.3386	1.1247		
7. We know how valuable we are.	2.6378	1.1555		
12. Our company has a very nice working environment.	2.3386	1.2189		
15. Our company has its own, unique, very nice image.	2.7323	1.2834		
23. There is nothing we can't succeed in.	2.7953	1.2001		
Grandiosity			0.8507	
34. We are always aware of what we are doing.	2.4961	1.0192		
30. There is nothing we can't do.	2.3858	1.1305		0.9438
35. We never give up before succeeding.	2.5984	1.2256		0.7430
37. It is impossible to ignore our success.	2.3701	1.1005		
9. Not being taken into account by our peers makes us angry.	2.9764	1.2140		
Self Admiration and Vanity			0.8504	
2. We should definitely take part in activities.	3.2756	1.2283		
4. There is no one who doesn't know us.	3.1102	1.3538		
24. We make a difference at meetings and activities.	2.4724	1.1149		
5. We are a very picky company.	2.4173	1.1742		
19. I like when other people praise us.	3.2756	1.3506		
21. A book should be written about us.	2.6850	1.2849		
Exhibition			0.7754	
22. We organize great ceremonies.	2.4016	1.3305		
38. We organize unbelievably nice festivities.	2.4016	1.3305		
13. We put our successes on display in a striking manner.	2.2126	1.0702		
16. An important part of our budget goes toward advertising.	2.2835	1.1638		

According to Table 2 the results of this test were that the general tool is at an "excellent" level, the Leadership and Authority is "excellent", Anticipation of Recognition, Grandiosity and Self Admiration and Vanity dimensions are "good" and the Exhibition dimension is at an acceptable level. The alpha coefficients of the dimensions are high enough that they can be considered acceptable (Yurdugül, p. 7)

For the validity of the organizational narcissism scale, we looked at the total correlation of the items.

Table 3. Total item correlation of the organizational narcissism scale

	Total of	Total of						
	Organizational		Organizational					
Item	Narcissism		Item	Narcissism				
Number	r	P	Number	r	P			
1	.517(**)	0.00	21	.544(**)	0.00			
2	.409(**)	0.00	22	.568(**)	0.00			
4	.353(**)	0.00	23	.625(**)	0.00			
5	.797(**)	0.00	24	.580(**)	0.00			
6	.628(**)	0.00	25	.743(**)	0.00			
7	.749(**)	0.00	26	.769(**)	0.00			
8	.716(**)	0.00	27	.782(**)	0.00			
9	.530(**)	0.00	28	.711(**)	0.00			
11	.679(**)	0.00	29	.615(**)	0.00			
12	.728(**)	0.00	30	.594(**)	0.00			
13	.699(**)	0.00	31	.670(**)	0.00			
15	.582(**)	0.00	32	.703(**)	0.00			
16	.335(**)	0.00	33	.665(**)	0.00			
17	.678(**)	0.00	34	.701(**)	0.00			
18	.744(**)	0.00	35	.753(**)	0.00			
19	.530(**)	0.00	37	.778(**)	0.00			
20	.620(**)	0.00	38	.568(**)	0.00			

p\*\*<0.01

According to Table 3. the total item correlation in the organizational narcissism scale varies between 0.335 and 0.782. All of the items in the scale can be seen to be correlated with the total scale.

Table 4. Correlation between the dimensions in the organizational narcissism scale and the general scale

Cub Dimensions	Total of Organizational Narcissism	p
Sub-Dimensions	N=762	Р
Leadership and Authority	.922(**)	0.00
Anticipation of Recognition	.887(**)	0.00
Grandiosity	.844(**)	0.00
Self Admiration and Vanity	.788(**)	0.00
Exhibitionism	.757(**)	0.00

p\*\*<0.01

The relationship between each dimension and the general scale is positive and strong. All of the dimensions are correlated with the total scale.

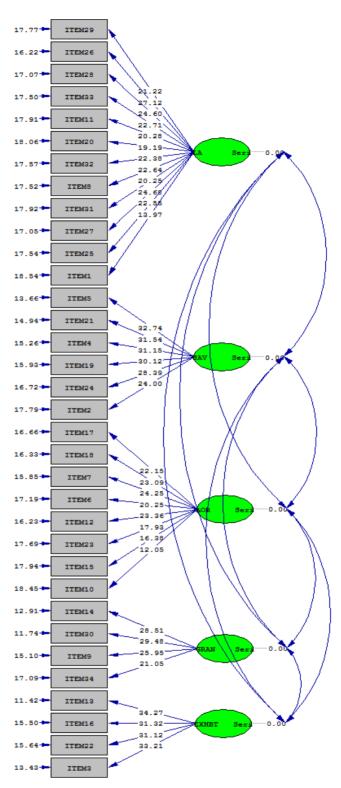


Figure 1. Path diagram and factor loads of the organizational narcissism scale

LA= Leadership and Authority

SAV= Self Admiration and Vanity

AOR=Anticipation of Recognition

GRAN= Grandiosity

EXHBT= Exhibitionism

Confirmative Factor Analysis: Confirmative Factor Analysis is a "structural equality analysis" in statistics. It is a method used for confirming possible relations between variables, and later testing structural equality. In other words, its goal is to test how well our hypotheses fit to the sample of data we have collected. The path analysis tests one or more models of the cause and effect relations in the confirmative factor analysis. As described above, the goal is to test the model in terms of the data (Şimşek, 2007, p. 1,11). The model's compatibility is ( $\chi^2 = 3082$ , 17; p<0,05). This is a sign of high compatibility.

In the corrective factor analysis, RMSEA is a coefficient of fit. If this value is below 0.05, the fit is good, if it is between 0.05 and 0.08, it is acceptable, and if it is between 0.08 and 0.10 it is weak. If it is higher, the fit is unacceptable (Schuwacker and Lomax, 2004). The RMSEA value for the organizational narcissism scale is 0.073. This shows that the fit is acceptable.

# II. Phase

The second phase is intended as a test of what was carried out in the first phase. In this phase, the test, which was reduced to 34 items,. The scale was once again subjected to a factor analysis, and as in the first phrase, it was seen that the items could be grouped into five dimensions. When the second phase began, the numbers assigned to the items were reorganized.

Table 5. The factor loads of the organizational narcissism scale (retest)

		1	2	3	4	5
Item Number	Item	Leadership and Authority	Self Admiration and Vanity	Anticipation of Recognition	Grandiosity	Exhibitionism
29	Other companies are no match for us.	.782				
26	Our company is a source of inspiration for all other organizations.	.755				
28	Our company is a leader in its category.	.719				
33	Other commenies should teles us as an	.689				
11	Those who dislike us are blind.	.673				
20	At meetings and in other situations our company is the focus of attention.	.670				
32	We are very successful.	.636				
	Our company is the center of attention.	.626				
31	We have the best staff.	.592				
27	One day, everyone will be talking about our successes.	.579				
	We start new things.	.507				
	Everyone likes hearing our story.	.432	040			
	We are a very picky company.		.918			
	A book should be written about us.		.910 .902			
	There is no one who doesn't know us.  I like it when other people praise us		.902 .891			
	We make a difference of magaziness and					
24	activities.		.868			
2	We should definitely take part in activities.		.804			
17	When I introduce manalf I also see when I			.798		
	Work.					
	I would say that I am proud of where I work.			.711		
	We know how valuable we are.			.703		
	We have an atmosphere that affects people.  Our company has a very nice work			.700		
12	environment.			.586		
23	There is nothing we can't succeed in.			.526		
15	Our company has its own, unique, very nice image.			.522		

10 14 30	F				.883 .860 .855	
3/1	makes us angry. We are always aware of what we are doing.				.612	
13	We put our successes on display in a striking manner.				.012	.899
3	We organize unbelievably nice festivities.					.892
16	An important part of our budget goes toward advertising.					.878
22						.876
Rotated Sums of Squared Loadings % of Variance	TOTAL: 68.997%	18.14%	14.672%	12.865%	12.287%	11.034%

According to table 5, the total variance explanation ratio of the re-tested organizational narcissism scale is 69%. The "Leadership and Authority" sub-dimension, made of 12 items, has a factor load that varies between 0.782 and 0.432. The variance explanation ratio is lower than in the previous phase, and has a value of 18.14%.

The second sub-dimension, made up of 6 items, was "self-administration and vanity", and has a factor load that varies between 0.918 and 0.804. The variance explanation ratio was higher than previously, at 14.672%

The third sub-dimension, "anticipation of recognition was made up of 7 items. Its variance explanation ratio is 12.627%. This was lower than previously. Its items' factor loads vary between 0.798 and 0.522.

The fourth sub-dimension, made of 5 items, was "grandiosity". Its variance explanation ratio is 12.287%. This was higher than previously. Its items have a factor load that varies between 0.883 and 0.612.

The fifth and final sub-dimension, "exhibitionism" is made up of 4 items, and its factor loads vary between 0.899 and 0.876. Its variance explanation ratio is 11.034%, which is higher than previously.

Table 6. Cronbach alpha values for organizational narcissism scale (retest)

Dimension	X	Ss	Cronbach Alpha	Cronbach Alpha Total
Leadership and Authority			0.9243	
•	1.0053	1 0005	0.7243	
<ul><li>29. Other companies are no match for us.</li><li>26. Our company is a source of inspiration for all other</li></ul>	1.9053	1.0885		
organizations.	2.1992	1.0553		
28. Our company is a leader in its category.	2.2201	1.0857		
33. Other organizations should take us as an example.	2.1184	1.0958		
11. Those who dislike us are blind.	1.9875	1.0817		
20. At meetings and in other situations our company				
is the focus of attention.	1.9986	0.9094		
32. We are very successful.	1.9485	1.0139		
8. Our company is the center of attention.	1.968	0.9625		
31. We have the best staff.	2.3621	1.1178		
27. One day, everyone will be talking about our				
successes.	2.3426	1.1961		
25. We start new things.	2.3719	1.0428		
1. Everyone likes hearing our story.	2.5014	1.1652		0.9454
Anticipation of Recognition			0.8740	
17. When I introduce myself I also say where I work.		1.3148		
18. I would say that I am proud of where I work.		1.1948		
6. We have an atmosphere that affects people.		1.1274		
7. We know how valuable we are.	2.6616	1.1576		
12. Our company has a very nice working	2.3691	1.228		

2.8259	1.2028	
2.7549	1.2909	
		0.9228
2.4749	1.1887	
2.4318	1.1799	
2.4972	1.1712	
2.5237	1.018	
2.4847	1.1711	
		0.9408
3.2423	1.2979	
3.2382	1.26	
3.2368	1.2619	
3.2618	1.2469	
3.2159	1.2618	
3.2786	1.2478	
		0.9490
2.4708	1.2855	
2.4485	1.3442	
2.4791	1.3231	
2.4025	1.2962	
	2.4318 2.4972 2.5237 2.4847 3.2423 3.2382 3.2368 3.2618 3.2159 3.2786 2.4708 2.4485 2.4791	2.7549 1.2909 2.4749 1.1887 2.4318 1.1799 2.4972 1.1712 2.5237 1.018 2.4847 1.1711 3.2423 1.2979 3.2382 1.26 3.2368 1.2619 3.2618 1.2469 3.2159 1.2618 3.2786 1.2478 2.4708 1.2855 2.4485 1.3442 2.4791 1.3231

In the re-applied test, "anticipation of recognition" stayed the same, and the other dimensions rose to "excellent".

Table 7. Total item correlation for organizational narcissism scale

Item	Item Retest		m Retest Item		Item	Rete	st
Number	r	p	Number	r	p		
1	.499(**)	0.00	18	.672(**)	0.00		
2	.316(**)	0.00	19	.350(**)	0.00		
3	.495(**)	0.00	20	.611(**)	0.00		
4	.354(**)	0.00	21	.357(**)	0.00		
4	.369(**)	0.00	22	.490(**)	0.00		
6	.655(**)	0.00	23	.601(**)	0.00		
7	.749(**)	0.00	24	.330(**)	0.00		
8	.694(**)	0.00	25	.749(**)	0.00		
9	.477(**)	0.00	26	.737(**)	0.00		
10	.535(**)	0.00	27	.778(**)	0.00		
11	.658(**)	0.00	28	.695(**)	0.00		
12	.709(**)	0.00	29	.584(**)	0.00		
13	.501(**)	0.00	30	.530(**)	0.00		
14	.517(**)	0.00	31	.658(**)	0.00		
15	.588(**)	0.00	32	.688(**)	0.00		
16	.493(**)	0.00	33	.659(**)	0.00		
17	.644(**)	0.00	34	.669(**)	0.00		

According to Table 7 the correlations among the total items are thus still intact.

Table 8. Correlations of dimensions with total scale (retest)

Sub-Dimensions	Total of Organizational Narcissism N=762	P
Leadership and Authority	.903(**)	0.00
Anticipation of Recognition	.860(**)	0.00
Grandiosity	.681(**)	0.00
Self Admiration and Vanity	.737(**)	0.00
Exhibitionism	.666(**)	0.00

According to Table 8 in the reapplied scale, all of the dimensions still fit to one another.

Table 9. The correlation coefficients between the 1<sup>st</sup> and 2<sup>nd</sup> applications of the organizational narcissism scale

		Retest					
Test 1		Total Organizational Narcissism	Leadership and Authority	Anticipation of Recognition	Grandiosity	Self Admiration and Vanity	Exhibitionism
Total	r	.931(**)					
Organizational	p	.000					
Narcissism		.000					
Leadership and	r		.957(**)				
Authority	p		.000				
Anticipation of	r			.915(**)			
Recognition	p			.000			
Grandiosity	r				.708(**)		
Grandiosity	p				.000		
Self Admiration	r					.563(**)	
and Vanity	p					.000	
Exhibitionism	r						.750(**)
EAIHOIUOIIISIII	p						.000

When we compare the results of first and second applications according to Table 9, both the general scale and all sub-dimensions are at a high level. The level of the relations for "Leadership and Authority" and "Anticipation of Recognition" are higher than the other relations.

#### 3. Results

In this study to create a validity and reliable scale following process is followed;

In the first phase the scale with 38 items is applied. Explanatory factor analysis (EFA) and corrective factor analysis (CFA) are done. At the end 4 items removed because of the low factor loads. For reliability cronbach alpha values are looked and with the values from 0,7754 to 0,9240 all dimensions and total found related. Item correlations from 0,335 to 0,782 showed all items are correlated with all scale. Confirmative factor analysis showed that the fit is acceptable.

In the second phase to understand the new scale' validity and reliability factor loads are calculated. No new items found to be removed. New cronbach alpha values change from 0,949 to 0,8740. All items found highly related with organizational narcissism scale. All dimensions are related (from 0,957 to 0,563) with the all scale.

The conclusions reached in this study have allowed us to observe and measure the definitions we have been working with for organizational narcissism, as well as to look at how each of the sub-dimensions interact with, overlap with and lead to the creation of the others. At the same time, the organizational aspects of narcissism have been brought to the forefront. The scale that has been developed is ready to be used. Testing whether the

scale can also be applied successfully in other cultures and societies will be a significant contribution to both theory and practice in the fields of organizations and management.

#### 4. Discussion

In the changing world narcissistic features seem like shaping the companies and realizing these features and utilize or prevent from the effects will be important. Measuring the level of the organizational narcissism will become a need for the organizations. And with its high values and its fitting structure to various companies the "organizational narcissism scale (ONS)" is waited to be useful for various companies.

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