Narcissists’ Impression Management
Motives and the Effect of Performance Appraisal on OCB

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Abstract
This study investigated the relationship between narcissism and OCB mediated by impression management motives (IM motives) and moderated by perceived performance appraisal. The study performed two analyses, one with employees’ self-report of OCB and another with leader-reports. Consistent with prior research, the self-reports showed a positive relationship with OCB, while the leader-reports showed a negative relationship. When including the indirect effects, both the analyses indicate a positive relationship between narcissism and OCB, given their high level of IM motives and a positive perception of performance appraisal. In contrast, a negative perception of performance appraisal indicates a decrease in OCB. However, only the analysis with leader-reports was significant. In this case, the relationship between narcissism and OCB went from negative to positive when IM motives and perceived performance appraisal were included. This indicates that narcissists can perform OCB based on their IM motives if they perceive the performance appraisal as positive. The findings reflect the value performance appraisal has for narcissists in motivating them to perform OCB. The results have several implications for both research and practice, as they provide a more sophisticated model of the relationship between narcissism and OCB and reflect around narcissism through an opportunistic lens.

Keywords: narcissism, OCB, impression management motives, perceived performance appraisal, moderated mediation.
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Introduction

To be admired, narcissists are motivated to behave in ways others can perceive as favorable (Vohs, Baumeister & Ciarocco, 2005). In psychology, this behavior is labeled as impression management (IM). The narcissists’ motivation has been attributed to their addiction to admiration and their unstable self-view (Baumeister & Vohs, 2001; Campbell, Bosson, Goheen, Lakey, & Kernis, 2007). Narcissists can possess high thoughts about themselves, but these thoughts have to be confirmed by others, for example, through positive feedback. An absence of expected feedback can damage their self-view, and even more so if they are criticized, contradicting their high thoughts about themselves. Therefore, they will always prefer situations where they are admired and where they can avoid criticism.

Studies have shown an increase in narcissism in the West, based on cultural changes (Twenge & Foster, 2010). The authors refer to the increasing value of individual freedom in the West (Twenge, Abebe & Campbell, 2010; Twenge, 2013), the use of social media (e.g., Instagram, Facebook) (Buffardi & Campbell, 2008), materialism (Twenge & Campbell, 2009) and fame seeking (Young & Pinsky, 2006). This reflects narcissists’ focus on agentic domains (e.g., dedicated, charismatic, intelligent, determined, energetic, competitive), rather than communal (e.g., caring, sensitive, honest, understanding, compassionate, sympathetic) (Campbell et al., 2007). Thus, it is essential to better understand narcissism and how to approach individuals possessing this trait.

In an organization, task performance and organizational citizenship behavior (OCB) are both observable and perceived as favorable, giving rise for an opportunity to be admired (Podsakoff, Whiting, Podsakoff, & Blume, 2009). Task performance refers to the performance of a given task and is expected by the leader. OCB describes employees who help their coworkers and leader at work voluntarily, follow the norms and speak highly about their organization (Organ, 1988). The relationship between narcissism and OCB can be explained through narcissists’ continuous cravings for admiration (Baumeister & Vohs, 2001). Therefore, being admired for their task performance will not be sufficient. They will attempt to maintain their task performance and at the same time search for new opportunities to present themselves in a good light. This gives them the opportunity to still be admired for their task performance and at the same time approach new achievements, as in admiration for their OCB. Research supports this direction of the relationship, indicating a positive relationship between narcissism and IM motives for OCB (Bourdage, Lee, Lee & Shin, 2012; Qureshi, Ashfaq, Hassan & Ullah, 2015).
The majority of prior research perceives narcissistic employees to be an organizational problem (Campbell, Hoffman, Campbell & Marchisio, 2011). This research comprehends narcissists as challenging to cooperate with and refers to their tendency to perform counterproductive work behavior (CWB). This behavior can be defined as the opposite of OCB; instead of helping their colleges and organization, they hurt and destroy (Penney & Spector, 2002). This behavior can be explained through their use of self-regulatory strategies (Morf & Rhodewalt, 2001a, 2001b). Narcissists attempt to adjust their behavior, based on what they think others will perceive as favorable, but if they do not receive the expected attention, or if they feel criticized, they can react with CWB (Penney & Spector, 2002).

Based on narcissists’ drive to succeed and to be admired, and their sensitivity to critique, their perception of performance appraisal becomes important (Baumeister & Vohs, 2001). Performance appraisal is the feedback the employees receive regarding their performance, for example their OCB (Meyer & Smith, 2000). Thus, the phenomenon will also be referred to as feedback, given the context. Narcissists’ perception of feedback can have an impact on whether they feel motivated to satisfy or harm those around them (Morf & Rhodewalt, 2001a, 2001b). The performance appraisal they receive should be consequent and focus more on positive performance, rather than critique (Kuvaas, 2006). It should be motivating and developmental. Based on prior research, such feedback can have an impact on the behavior, preventing CWB and increasing OCB (Penney & Spector, 2002; Belschak & Hartog, 2009). Prior research has not managed to capture the relative function of narcissists’ IM motives to OCB. Narcissists’ OCB has not been investigated as mediated by IM motives. Prior models of the relationship between narcissism, IM motives and OCB have not explained IM motives’ relative function reflecting narcissists’ need for admiration. Thus, by including perceived performance appraisal as a moderator, a more sophisticated model can be developed.

Extending prior research, this paper investigates whether IM motives mediate the relationship between narcissism and OCB. These motives can be explained through the narcissists’ need for admiration (Baumeister & Vohs, 2001). This need reflects the importance of a positive perception of the performance appraisal, as it can be understood as confirmatory (Morf & Rhodewalt, 2001a, 2001b). Based on that, the current paper predicts that a positive perception of the performance appraisal moderates the relationship between IM motives and OCB positively. Given that their sensitivity to feedback also includes absence of feedback and critique, a negative perception of the feedback, is predicted to decrease the level of OCB (Penney & Spector, 2002).
This paper contributes to existing theorizing on the relationship between narcissism and OCB by providing a more sophisticated model of this relationship. First, introducing impression management motives (IM motives) as a mediator allows for exploring IM motives as the reason behind narcissists’ OCB. Second, introducing perceived performance appraisal as a moderator reflects the complexity of the relationship. Perceived performance appraisal is predicted to moderate the relationship between IM motives and OCB, where a positive perception will increase OCB, compared to a negative perception. Third, this comprehension of the relationship can contribute to a more optimistic view of narcissism, as compared to prior research (Campbell, Hoffman, Campbell & Marchisio, 2011). Campbell et al.’s research has reflected around problems emerging after hiring narcissists. They suggest that narcissists should be screened out in the recruitment process. Narcissists can be understood as highly motivated individuals, so by understanding what their motives are and how to approach them, organizations can use this motivation to satisfy the narcissists, their colleagues, leader and the organizational needs.

Figure 1. The hypothesized model in a conceptual form, illustrating the relationship between narcissism and OCB, where impression management motives mediate the relationship moderated by perceived performance appraisal.
Organizational citizenship behavior and narcissism

Prior research on organizational citizenship behavior (OCB) (Organ, 2018) has not reflected narcissistic behavior (Campbell, Hoffman, Campbell & Marchisio, 2011). As OCB benefits the organization and its employees, narcissistic behavior is perceived to be counterproductive.

Organ (1988, p. 4) defines OCB as

…individual behavior that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promotes the effective functioning of the organization. By discretionary, we mean that the behavior is not an enforceable requirement of the role or the job description, that is, the clearly specifiable terms of the person’s employment contract with the organization; the behavior is rather a matter of personal choice, such that its omission is not generally understood as punishable.

OCB can be understood both from an interpersonal (OCB-I) and an organizational perspective (OCB-O) (Williams & Anderson, 1991). The first refers to a behavior that supports their coworkers and leader in form of helping them with organizational tasks and personal problems. The second is about supporting the organization in general by speaking highly about it, respecting the norms and behaving as a good representative of the organization.

OCB-I has been labeled as an altruistic behavior that is related to prosocial behavior (Rioux & Penner, 2001). In this relation, the individuals are concerned about their coworkers’ situation, scoring high on agreeableness (McCrae & Costa, 1987). Prosocial behavior and agreeableness can be viewed as the opposite of narcissism. Research comprehends narcissists as “insensitive to others’ concerns and social constraints and views others as inferior” (Morf & Rhodewalt, 2001a, p. 2). They are self-centered and motivated to perform actions that serve themselves (Finkel & Vohs, 2006). Therefore, this paper finds the relationship between narcissism and OCB-I interesting and is motivated to investigate it. However, the term OCB will be used, as prior research has often used the term OCB, referring to both OCB-O and OCB-I. OCB-I will only be used to specify its distinction to OCB-O.

Narcissists are not satisfied with their self-interest, they also crave to be admired (Baumeister & Vohs, 2001). According to the American Psychiatric Association (2013), narcissists 1) expect others to recognize them as superior 2) are occupied with fantasies about success, power and brilliance 3) find themselves special, and expect to be understood by their special equals 4) have a need for admiration 5) expect favorable treatment 6) manipulate others to get what they want 7) lack empathy 8) envy others 9) have an arrogant behavior. To
have a narcissistic personality disorder (NPD), one has to possess five of those nine traits and additionally it must lead to distress and impairment in one’s life. Therefore, narcissism is to be understood as a continuum, going from healthy to pathological, where the latter is rare, reflecting only up to 1% of the diagnosed population (50 to 75% are men). However, when it comes to those in between, the population becomes much larger (Stinson, Dawson, Goldstein, Chou, Huang, Smith & Grant, 2008). This phenomenon can be referred to as subclinical or normal narcissism, which is distinct from the clinical form and is the form the current paper will investigate.

Prior research has investigated narcissism in interpersonal relationships and found that the personality trait is negatively related to agreeableness, as in care for others, willingness to change to improve the relationship and commitment (Finkel & Vohs, 2006). Moreover, narcissism was positively related to exploitative behavior, as in unfairly using someone to one’s own advantage. The findings indicate a negative relationship between narcissism and OCB. This indication corresponds with Judge, LePine and Rich’s (2006) findings on a negative relationship between narcissism and leaders’ ratings on OCB. However, the leaders’ ratings did not correspond with narcissists’ self-ratings, which indicated a positive relationship between narcissism and OCB. The difference in the ratings can be due to their ego and the importance of feeling good about themselves, and therefore they can think that they are better than they actually are (Campbell et al., 2007). A study showed that this ego can be problematic in organizational settings (Penney & Spector, 2002). Narcissists are motivated to do everything to protect their ego, where an ego threat in the worst case can lead to a hostile and aggressive behavior. In relation to this, narcissism was positively related to counterproductive work behavior (CWB), like theft, sabotage, spreading rumors and behaving aggressively or hostile towards colleges. This can be comprehended as the opposite of OCB, reflecting the risk of a big ego. Based on these studies, the current paper predicts that narcissism is positively related to self-report of OCB.

Hypothesis 1: Narcissism is positively related to self-report of OCB.

Impression management motives for OCB

Impression management (IM) is a concept derived from social psychology and explains the behavior of individuals who aim to present themselves in ways others can perceive as favorable to gain on it themselves (Hooghiemstra, 2000). Some studies on IM have included narcissists, because their behavior is thought to be based on IM (Vohs,
Baumeister & Ciarocco, 2005). Narcissists self-view can be comprehended as grandiose and 
vulnerable, which drives them to seek continuous external self-affirmation (Morf & 
Rhodewalt, 2001a, 2001b). They enhance their self-view by seeking positive feedback and 
avoiding critique through the use of interpersonal and intrapersonal self-regulatory strategies. 
Interpersonal strategies describe the use of others to confirm their self-view. As mentioned 
earlier, narcissists possess high thoughts about themselves, and are motivated to interact with 
others to confirm these thoughts, for example through positive feedback. This can make them 
do or say things they actually do not mean, just to receive this feedback. Intrapersonal 
strategies describe their cognitive, affective and self-evaluatory activities. These strategies can 
be used in situations, where they do not receive the expected feedback or receive critique, in 
order to regulate their self-view. They can for example interpret a situation in their favor, 
focus more on positive, rather than negative feedback, interpret negative feedback as jealousy 
or blame others.

The addiction model explains the narcissists’ use of self-regulatory strategies as an 
outcome of their addiction to admiration (Baumeister & Vohs, 2001). As mentioned earlier, 
the admiration can derive from positive feedback, but attention and high status as well. They 
will often find themselves in situations where they can achieve these sensations. The authors 
compare narcissists to other addicts, for example drug addicts, and explain their addiction 
through cravings, tolerance and withdrawal. When it comes to cravings, they explain that both 
narcissists and non-narcissists possess cravings in feeling superior, but the narcissists tend to 
indulge these cravings. Therefore, they will seek approval of their superiority in their 
environment.

These studies and the addiction model indicate that narcissistic behavior is related to 
impression management motives (IM motives), and they motivated the current paper to 
predict a positive relationship between narcissism and IM motives.

Hypothesis 2: Narcissism is positively related to IM motives.

OCB is highly valued in organizations, because of its outcomes, both for the 
employees and the organization (Podsakoff, Whiting, Podsakoff, & Blume, 2009). Among 
those are higher rewards, customer satisfaction and lower turnover. This makes OCB 
something favorable in the employees, characterizing a team of employees, where everyone 
cares for each other and works towards an overall mutual goal, for each one and the 
organization to succeed. However, studies have shown that behind this behavior lies a motive,
which can be divided into three: Prosocial behavior, organizational concern and impression management (IM) (Rioux & Penner, 2001). In this case, IM can describe individuals who perform OCB because they want to impress their coworkers, because rewards are important to them or to avoid a reprimand from their leader. Their motives can be described as selfish, and Bolino (1999) refers to them as good actors, compared to a prosocial behavior and an organizational concern, reflecting good soldiers. They only care for themselves, and act to achieve something personally, compared to caring for others and the organization. These motives correspond with how research describes narcissists, preoccupied with themselves and the gratification of their own desires (Campbell et al., 2007).

Prior research on the relationship between IM and OCB has been inconsistent. Some studies have found a positive relationship (Bolino, Varela, Bande & Turnley, 2006), others indicate that IM has a weak or no direct relation to OCB (Rioux & Penner, 2001). Kim, Dyne, Kamdar and Johnson (2013) discuss the inconsistency as a result of inattention to situational cues that facilitate OCB. This means that individuals possessing impression management motives (IM motives) do not necessarily perform OCB. Vohs et al. (2005) showed in their studies that the use of self-regulatory strategies can differ. According to them, narcissists’ motive can be to impress others, but if their behavior does not receive the response they seek, they will stop performing it. However, if they receive the response they seek, it can enhance their motivation to keep performing that specific behavior, because they understand its effect. This reflects the comprehension of narcissists’ addiction to admiration, as in positive feedback, reflecting the importance of performance appraisal to motivate OCB.

**Perceived performance appraisal**

Performance appraisal can be delivered in multiple forms. Thus, it is important that the approach to performance appraisal reflects an understanding of narcissists and their impression management motives (IM motives) for OCB. Kuvaas (2006) showed the large impact of performance appraisal on the employees’ attitudes and behavior by contributing to intrinsic motivation. Performance appraisal is a concept in organizational psychology regarding leaders’ feedback on employees’ performance (Meyer & Smith, 2000). The perception of this feedback has especially been of interest, considering how differences in perception can lead to different outcomes. Research on perception can differ depending on the dimensions of interest, these can be fairness, importance of appraisals, adequacy and overall satisfaction with the appraisal process. Performance appraisal was mainly thought to increase effectiveness in task performance (Boswell & Boudreau, 2002). However, Kuvaas (2006)
showed that intrinsic motivation both mediates and moderates the relationship, even though the effect was weak. He explains the weak effect in a way that performance appraisal motivates task performance, but does not necessarily increase its effectiveness. The effectiveness of employees’ task performance is more related to their abilities, skills (Sonnentag, 2002), technology and work design (Organ, 1997). Further on, Kuvaaas (2006) motivates future research to investigate performance appraisal in relation to other types of performance, less determined by individual abilities and skills, as in OCB. This way of thinking about performance appraisal corresponds with later research, supporting the idea of feedback as a contributor to OCB (Belschak & Hartog, 2009). More specifically, Belschak and Hartog’s study devotes the importance of feedback in relation to individuals’ emotions, and how this relation both can be linked to CWB and OCB, depending on the perception. Their study shows the importance of emphasizing positive more than negative feedback, concerning the individuals’ emotions. This is because positive emotions can enhance OCB, while negative emotions can reduce OCB and even lead to CWB. The relationship between OCB and CWB can be described as a continuum, where OCB reflects a helping behavior, while CWB reflects a damaging behavior. However, this paper has chosen to focus on OCB, because of the emphasis of investigating narcissism in relation to positive behavior.

Impression management (IM) is often used as a lens when investigating feedback-seeking behavior (Ashford, Blatt & VandeWalle, 2003). This kind of behavior is likely to present itself in public areas, where the behavior can be observed by others (Morrison & Bies, 1991). Bolino (1999) supports this prediction, as employees perform OCB very likely in settings where others can observe it. Prior research on leaders’ perceptions of employees’ OCB indicates that those who perform OCB are considered as favorable (Podsakoff, Whiting, Podsakoff, & Blume, 2009). However, a favorable behavior does not always reflect a favorable employee (Lam, Huang & Snape, 2007). Findings indicate that leaders were likely to respond negatively to feedback-seeking behavior, if they perceived it as driven by IM motives. However, Callister, Kramer and Turban (1999) showed that employees making career transitions are dependent on a balance between their IM concerns and receiving positive feedback. Therefore, it is important for those who perform OCB based on IM motives to receive positive feedback, in order to comprehend its function for own needs. Thus, performance appraisal can be used to control the behavior of those who possess IM motives for OCB. As indicated by Kuvaaas (2006), positive performance appraisal can motivate them to perform OCB. This prediction corresponds with prior research suggesting that the relationship between IM and OCB is conditioned to situation (Kim et al. 2013). Based on that,
the relationship between IM and OCB is predicted to differ, depending on the perceived performance appraisal.

Hypothesis 3: The relationship between IM motives and OCB is moderated by the perception of performance appraisal in such a way that a positive perception will lead to higher OCB and a negative perception will lead to lower OCB.

The number of studies investigating the relationship between narcissism, IM and OCB is limited. Bourdage et al. (2012) studied employees with low levels on the personality trait honesty-humility that is akin to narcissism. Their results showed that these employees are motivated to engage in OCB as a form of IM. Bourdage, Goupal, Neilson, Lucacik and Lee (2018) found in a recent study that this relationship is based on the employees’ equity sensitivity. On the high end of the continuum of equity sensitivity are outcome-oriented employees that are intolerant to under-reward. On the low end are input-oriented employees that are tolerant to under-reward. Those low on honesty-humility are outcome oriented and intolerant to under-reward, motivating them to perform OCB to gain on it themselves. These indications of the relationship between narcissism, IM and OCB correspond with a study conducted in Pakistan that specifically investigated narcissism (Qureshi et al., 2017). Qureshi et al. found IM to be a moderator of the relationship between narcissism and OCB, indicating that narcissists can perform OCB when they have high IM motives. However, a moderator is a variable that affects the direction and/or strength of the relationship, and not a variable that is the reason for the relationship, referring to a mediation. Impression management motives (IM motives) for OCB can be to avoid looking bad in front of others, to look better than others, to impress others and to receive rewards (Rioux & Penner, 2001). These motives can be comprehended as narcissistic needs, and motives controlling narcissists’ behavior (Baumeister & Vohs, 2001). As Bourdage et al. (2012) indicate, those low on honesty-humility (akin to narcissism), can perform OCB based on IM motives, or because of their outcome orientation (Bourdage et al., 2018). There is a difference between IM motives and outcome orientation, but the two variables share the idea of behaving in a certain way to achieve a goal. Woodley and Allen (2014) propose that equity sensitivity can mediate the relationship between personality traits and work behaviors. This means that employees’ outcome orientation and intolerance to under-reward, or input orientation and tolerance to under-reward can affect the employees’ work behavior. Narcissists’ addiction to admiration, and use of self-regulatory strategies to achieve it, can reflect an outcome orientation and
intolerance to under-reward (Morf & Rhodewalt, 2001a, 2001b). This makes performance appraisal essential, given the effect it can have on OCB through narcissists’ perception of the appraisal.

Studies on narcissism indicate that narcissists are sensitive to feedback (Smalley & Stake, 1996). On the one hand, narcissists can perceive negative feedback as a threat to their ego, which can trigger CWB (Penney & Spector, 2002). On the other hand, narcissists are addicted to positive feedback, which can make them effective and highly valued employees (Baumeister & Vohs, 2001). Campbell et al. (2007) describe their self-view as imbalanced both explicitly and implicitly, rather than positive or negative. They can be understood as insecure, searching for occasions that can give them a good feeling about themselves, for example through admiration. Depending on their self-view, they can be everything from excited, proud and showing high self-esteem, to being angry or aggressive if their ego is threatened (Sedikides, Rudich, Gregg, Kumashiro & Rusbult, 2004; Tracy, Cheng, Robins, & Trzesniewski, 2009). They will actively use their self-regulatory strategies to gain the attention and reward they seek. If they do not receive it, they will try to find something else to be admired for, and even desperately brag about themselves to others, hoping for a positive response. If none of these strategies work, they can behave counterproductively, based on a feeling of not receiving what they deserve or feeling unfairly criticized (Penney & Spector, 2002). It can be understood as a form for revenge or to push others down, in order to lift themselves up, reflecting their low score on agreeableness (Paulhus, 2001). These findings motivate this paper to investigate whether IM motives mediate the relationship between narcissism and OCB moderated by perceived performance appraisal.

Hypothesis 4: Impression management will mediate the relationship between narcissism and OCB positively, when perceived performance appraisal is high, and negatively, when perceived performance appraisal is low.

Prior research has comprehended self-reports as a source of bias, both in general and specifically when it is reported by narcissists. First, self-reports are a source of common-rater bias, which can be the case when the same individual rates both the predictor and the outcome (Podsakoff, Whiting, Welsh & Mai, 2013). Thus, the common-rater source can function as a moderator and strengthen the relationship (Podsakoff et al., 2009). Second, self-reports are a source to self-presentation bias, motivating the reporters to rate their behavior as better than it actually is, given it is socially favorable. More specifically, Carpenter, Berry and Houston
(2014) found a significant difference in self-reports and other-reports on OCB. Third, this finding can relate to narcissists’ nature, which makes narcissists more sensitive to this bias. Narcissists’ use of self-regulatory strategies motivates them to interpret the situation in their favor to maintain a positive self-view (Morf & Rhodewalt, 2001a, 2001b). This can reflect desirability, but also misconception of the reality. Narcissists are focused on viewing themselves in a positive light and often believe that they do perform the desirable behavior, even though they do not.

Research on the relationship between narcissism and OCB has shown that self-reports and leader-reports do not correspond (Judge et al., 2006). Narcissists reported that they perform OCB, while their leaders reported that they do not. That is the reason behind the prediction of a positive relationship between OCB and narcissism in the first hypothesis. However, this paper is motivated to investigate if leaders report a negative relationship between narcissism and OCB. This can have implications for the comprehension of the relationship. Given that narcissism at first is negatively related to OCB, but when including impression management motives (IM motives) and perceived performance appraisal in the model, the relationship between narcissism and OCB becomes positive. This will reflect the effect IM motives and performance appraisal can have on narcissistic employees and the organization, in addition to the importance of taking these variables into consideration when approaching narcissists at work. Thus, the current paper aims to investigate whether a potential difference between the reports will affect the relationship of the variables of interest.

Research question: Will the relationship between narcissism and leaders’ perception of employees OCB (1) differ from employees’ self-reports, (2) particularly when impression management motives are included as a mediator and perceived performance appraisal as a moderator in the relationship between impression management motives and OCB?

Method

Sample and procedure

The data was collected in cooperation with two other students. We used convenience sampling as a procedure to recruit participants from our own networks (Battaglia, 2008). We surveyed both employees and their closest leader, regarding the employees’ behavior. Pairs of employees and leaders were mainly employed in different organizations. We contacted potential participants by phone or e-mail to find out if they wanted to take part in the research.
Moreover, we asked them if they thought their closest leader (when asking the employees) or one of their employees (when asking the leaders) would also participate.

Potential participants received information explaining the research as a part of the Master's project concerning employee behavior at work, and that we needed respondent pairs (that is, an employee and their closest leader). We informed them about voluntary participation, that filling out the questionnaire would take 10-15 minutes and that data is collected anonymously. If the employees approved for themselves and their leaders, we asked for the employees’ e-mail addresses. Moreover, when the leaders approved for themselves and their employees, we asked for the employees’ e-mail address, because the procedure was designed to contact employees first. The procedure constituted that the employees received two e-mails, one that contained a link to an electronic questionnaire to complete, and another e-mail they had to forward to their leader, containing another link to an electronic questionnaire the leader had to complete. Both the e-mails contained information about further terms, processes (NSD, 2018), and clarified anonymity - explaining that the leader and employee would not gain access to each other's responses, nor would we (see explanation of unique code to link employees’ and leaders’ questionnaires below).

As mentioned above, the employees were instructed to contact the person they considered to be their closest leader, while the leaders were instructed to contact an employee they considered close. This is because the research found it necessary to collect reports from leaders who have the opportunity to observe the employees at work, in order to best assess their behavior. The title the leader had was therefore not important, and we allowed the employees to forward part two of the questionnaire to the person they considered to be their closest leader.

Employees answered one questionnaire, and each leader answered one questionnaire concerning only one of their employees. As mentioned initially, this means that we mainly only have one respondent pair from each organization (some respondent pairs were from different departments within the same organization, whenever possible). This was to prevent bias concerning the same leader’s appraisal of multiple employees’ behavior (Field, 2013).

In total, 148 employees and 106 leaders completed the questionnaire, but we were only able to match 102 employees with their leaders. The matching process was based on the unique code the employees constructed by following the instruction: “Please write down the following 1) the first letter in the name of the high school you went to 2) the first letter in your mother’s name 3) the last number in your bank account number 4) the last number in your cellphone number.” The employees had to send this code to their leaders, so the leaders also
could type it in their questionnaire. Four leaders provided a code that did not match with any of the employees’ codes, so we were not able to match their data and the sample reduced to 102 pairs. Moreover, the current paper detected outliers and removed them based on the recommendation of statistical scholars (Tabachnick & Fidell, 2018). Outliers can create cases that do not fit with the rest of the model. They can have an impact on the mean, standard errors and confidence intervals and, thus, on the results, their significance and generalization. Therefore, it is important to detect outliers and delete, rescore or transform them. This resulted in a sample of 92 participants in this study. The procedure will be described in the section concerning the analyses.

Among the 92 employees, 43 of them were women (47%) and 48 were men (52%). One of the participants did not provide information on gender, but in order to include the participant’s data in the analyses, we replaced the missing value with the mean value estimated as .49. The leaders who participated consisted of 55 women (60%) and 37 men (40%). Participants’ aged 1) under 25 consisted of 20 employees (21.74%) and 12 leaders (13.04%) 2) 25-40 consisted of 35 employees (38.04%) and 26 leaders (28.26%) 3) 41-55 consisted of 31 employees (33.70%) and 40 leaders (43.48%) 4) over 55 consisted of 6 employees (6.52%) and 14 leaders (15.22%). Tenure of employees ranged from 0 to 23 (M = 3.71, SD = 4.82).

Measures

The participants completed a questionnaire that measured multiple variables, where some of them were used by all the students, and some of them only for one specific paper depending on the specific research. This paper, used the employee variables that measure OCB (Williams & Anderson, 1991), impression management motives for OCB (Rioux & Penner, 2001), narcissism (Jonason & Webester, 2010) and perceived performance appraisal (Kuvaas, 2006). The leaders answered a questionnaire that measured their perception of the employees’ OCB (Williams & Anderson, 1991), because research indicated that narcissists’ self-report of OCB is negatively related to the leaders’ report of the narcissists’ OCB (Judge et al., 2006). For all items, responses were given on a five-point scale. The items were originally in English, but were translated to Norwegian, as it is the language our participants operate with. The translation was inspired by Brislin (1970) to secure translation quality. Each scale was translated by two of the students, before we met, compared them to each other and discussed the optimal translation of the scales. The final translations were controlled by two external individuals to secure understandability.
Narcissism was measured with the scale developed by Jonason and Webster (2010). Even though the authors motivate the use of only four items in the shortened form of the scale, the current paper found a fifth item fitting. This scale has its origin in Raskin and Hall’s (1979) Narcissistic Personality Inventory, and the reduction of items has been tested and reflects both sufficient reliability and validity concerning the phenomenon (Jonason & Webster, 2010). Reducing the number of items serves to increase the efficiency and prevent fatigue of participants, even though fewer items also reduce the contents. The internal consistency was good with a Cronbach’s alpha of .85. The employees answered statements, such as “I tend to want others to admire me”, on a five-point scale from fully disagree (1) to fully agree (5).

Impression management motives. Rioux and Penner (2001) introduced three motives for OCB of prosocial behavior, organizational concern and impression management. The current paper chose only to use the nine-items scale reflecting impression management motives, based on prior research indicating a positive relationship with narcissism (Bourdage et al., 2012; Qureshi et al., 2017). The employees answered statements on a five-point scale from not important (1) to very important (5); for example, whether OCB is performed “because rewards are important to me”. The internal consistency was excellent resulting in a Cronbach’s alpha of .90.

Perceived performance appraisal measures the employees’ satisfaction with the performance appraisal (Meyer & Smith, 2000). This scale was developed by Kuvaas (2006), based on Meyer and Smith’s (2000) prior research. It consists of seven items measuring the overall satisfaction with performance appraisal procedures in the organization, the relevance of the feedback, the focus on development and whether the organization conducts performance appraisal the best way possible (Kuvaas, 2006). The items showed a good internal consistency with a Cronbach’s alpha of .88. One of the items was formulated as “my organization is good at providing recognition for good performance”. The employees’ satisfaction of performance appraisal was assessed with a five-point scale that went from fully disagree (1) to fully agree (5).

OCB-I captures employees’ interpersonal behavior in supporting their colleagues and leader (Williams & Anderson, 1991). The current paper finds the relationship between OCB-I and narcissism interesting, since research comprehends them as opposite from each other (Finkel & Vohs, 2006). OCB-I is measured with a seven-item scale (Williams & Anderson, 1991), as supported by later research (Turnley, Bolino, Lester & Bloodgood, 2003). The participants had the opportunity to assess their agreement on a five-point scale that went from
fully disagree (1) to fully agree (5). The same items were to be answered from an employee and a leader perspective. A sample item asked whether the employee ”helps others who have heavy workloads”. The internal consistency of these items was estimated as Cronbach’s alpha and reflected acceptable levels of .71 for the self-report and .76 for the leader-report.

The control variables were employees’ gender and age.

Analyses

The analyses were performed in SPSS 25 and the process macro of Hayes (2018). In the first phase of the analyses, the current paper detected outliers and decided to delete these. Further on, the means, standard deviations, reliabilities of the variables and correlations between the variables were estimated. Moreover, the process macro of Hayes was implemented to test the moderated mediation model the study hypothesized. This study performed two analyses – one including the employees’ own perception of their OCB and with the leaders’ perception of employees’ OCB. The two analyses allowed for answering the research question that aimed to explore potential differences between leaders’ and narcissists’ perceptions of narcissists’ OCB.

Outliers. There are multiple sources for bias when answering a questionnaire, such as stress, lack of interest, misunderstanding, social desirability and compliance (Field, 2013). These can create cases that do not fit with the rest of the model, and are referred to as outliers. Outliers can have an impact on the mean, standard errors and confidence intervals and, thus, on the results, their significance and generalization. Therefore, it is important to detect outliers and delete, rescore or transform them (Tabachnick & Fidell, 2018).

The current paper chose to exclude ten cases based on inconsistent answers that had a negative impact on the analyses in relation to validity and interpretation (see explanation of procedure below). Among these, seven belonged to the leader-reports and five were from self-reports of the employees’ OCB.

SPSS 25 was used to detect these outliers. This program provides the opportunity to detect outliers through stem and leaf plots, also by visualizing these cases through box plots (Field, 2013). These cases were filtered out by selecting the cases that scored under 3.1 for both self-reports and leader-reports of OCB. This threshold was based on information received from the stem and leaf plot, and box plot. The exclusion of outliers reduced the sample from 102 to 92.

Moderated mediation analysis. This study used Hayes’ (2018) moderated mediation analysis to predict impression management motives (IM motives) to mediate the effect of
narcissism on OCB and perceived performance appraisal to moderate the effect of IM motives on OCB. Hayes recently argued that it is possible to find a moderated mediation effect, even though the first step is not established, in this case the relationship between narcissism and OCB. Traditionally, the analysis consists of four steps: 1) establish the relationship of narcissism with OCB, 2) establish the relationship of narcissism with IM motives, 3) establish the relationship of the interaction of IM motives and perceived performance appraisal with OCB, controlling for narcissism, 4) establish that the effect of narcissism on OCB is eliminated (showing full mediation) or reduced (partial mediation) when IM motives and perceived performance appraisal are in the same equation.

Suppressor effect. There are situations where a mediation effect can work as a suppressor as expressed in the research question. The research question aims to investigate if 1) the relationship between narcissism and leader-reports of OCB will be negative, and 2) if narcissists’ IM motives and a positive perception of performance appraisal will make the relationship positive. This means that the direct effect and indirect effect possess opposite signs, which indicates a suppression effect. MacKinnon, Krull and Lockwood (2000) refer to situations where the mediation effect can be inconsistent in relation to the systematic interpretation of Baron and Kenny (1986). Baron and Kenny refer in their fourth step to the importance of a reduction in the total effect equal to zero (full mediation) or close to zero (partial mediation) to establish a mediation effect. But there are situations where the mediator can be a suppressor and lead to an increase in the total effect, where this effect is closer to zero than the direct effect. This can change the direction of the relationship.

Test for moderated mediation effect. Hayes’ (2018) process macro tests the significance of a moderated mediation effect. The analyses are based on 5000 bootstrap samples, where a 95% confidence interval (CI) was used to test the significance of the total and indirect effects. These effects are significant if the CI does not include zero, reflecting a moderated mediation effect. The rationale behind the use of bootstrapping is the likelihood of a non-normal sampling distribution of the conditional indirect effect of narcissism. These bootstrap confidence intervals respect this non-normality through empirically generated representations of the sampling distribution of these effects. The 5000 bootstrap samples of the data are extracted and the conditional indirect effect is estimated in relation to the respective values of perceived performance appraisal in each of these samples (Hayes, 2018). The effect of perceived performance appraisal on impression management motives (IM motives) is divided into three levels (negative, moderate and positive), reflecting the different effects IM motives have on OCB, depending on the level of perceived performance appraisal.
These levels were generated by Hayes’ process macro representing 16th, 50th and 84th percentile.

Figure 2. The hypothesized model in a statistical form, illustrating the relationship between narcissism and OCB, where impression management motives mediate the relationship moderated by perceived performance appraisal.

Results

Descriptive statistics

Prior to the moderated mediation analysis, the descriptive statistics were estimated in the form of means, standard deviations, bivariate correlations and reliabilities (see Table 1).
Table 1.

*Means, standard deviation, bivariate correlations and reliabilities*

<table>
<thead>
<tr>
<th>No.</th>
<th>Variables</th>
<th>M</th>
<th>SD</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Control variables</td>
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<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>Gender (male = 0, female = 1)</td>
<td>.47</td>
<td>.50</td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Age (0-24)</td>
<td>.22</td>
<td>.41</td>
<td>-.13</td>
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<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>Age (25-40)</td>
<td>.38</td>
<td>.49</td>
<td>.11</td>
<td>-.41**</td>
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<td></td>
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<td></td>
</tr>
<tr>
<td>4</td>
<td>Age (41-55)</td>
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<td>.48</td>
<td>-.01</td>
<td>-.38**</td>
<td>-.56**</td>
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<td></td>
</tr>
<tr>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>Narcissism</td>
<td>2.13</td>
<td>.87</td>
<td>.03</td>
<td>.13</td>
<td>.19</td>
<td>-.28**</td>
<td>(.85)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Impression management motives</td>
<td>2.43</td>
<td>.87</td>
<td>-.17</td>
<td>.18</td>
<td>.05</td>
<td>-.17</td>
<td>.59**</td>
<td>(.90)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Moderator</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>Perceived performance appraisal</td>
<td>3.79</td>
<td>.81</td>
<td>-.28**</td>
<td>.21*</td>
<td>-.19</td>
<td>-.02</td>
<td>.04</td>
<td>.00</td>
<td></td>
<td></td>
<td>(.88)</td>
</tr>
<tr>
<td></td>
<td>Dependent variables</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Organizational citizenship behavior (self-report)</td>
<td>4.53</td>
<td>.42</td>
<td>.04</td>
<td>-.23*</td>
<td>.06</td>
<td>.02</td>
<td>-.02</td>
<td>-.19</td>
<td>.09</td>
<td>(.71)</td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Organizational citizenship behavior (leader-report)</td>
<td>4.53</td>
<td>.44</td>
<td>-.24*</td>
<td>.07</td>
<td>-.03</td>
<td>-.03</td>
<td>-.09</td>
<td>-.06</td>
<td>.16</td>
<td>.20</td>
<td>(.76)</td>
</tr>
</tbody>
</table>

*Note.* N = 92. Scale reliabilities (Cronbach’s alpha) in parentheses. Baseline value for age = 56 and older.

* p < .05. ** p < .01.
**Moderated mediation analysis**

This paper performed two analyses to investigate the relationship between narcissism, impression management motives (IM motives), perceived performance appraisal and OCB. The difference between them was the use of employees’ self-report in the first analysis, and the use of leader-report in the second analysis. The two analyses were performed to answer the research question and explore a potential difference between self- and other-report. More specifically, this paper wanted to investigate how this difference can affect the relationship between the variables of interest.

Hypothesis 1 stated that narcissism is positively related to self-report of OCB. As table 2 shows, $c' = .039$, 95% CI = -.088 to .167, $p = .5413$, narcissism has a positive direct effect on OCB. This shows that narcissists perceive that they perform OCB to some degree. However, the effect is not significant. Hypothesis 1 is not supported.
Table 2.
Regression coefficients estimating impression management motives and employees’ perception of organizational citizenship behavior

<table>
<thead>
<tr>
<th></th>
<th>Impression management motives (M)</th>
<th>Organizational citizenship behavior (Y)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Coeff.</td>
<td>95% CI</td>
</tr>
<tr>
<td>Narcissism (X) a₁</td>
<td>.596*** (.086)</td>
<td>.424, .767</td>
</tr>
<tr>
<td>Impression management motives (M)</td>
<td>b₁</td>
<td>-.458* (.235)</td>
</tr>
<tr>
<td>Perceived performance appraisal (W)</td>
<td>b₂</td>
<td>-.158 (.150)</td>
</tr>
<tr>
<td>M x W</td>
<td>b₃</td>
<td>.098 (.062)</td>
</tr>
<tr>
<td>Age a₂</td>
<td>.518 (.322)</td>
<td>-.122, 1.158</td>
</tr>
<tr>
<td>a₃</td>
<td>.407 (.305)</td>
<td>-.200, 1.014</td>
</tr>
<tr>
<td>a₄</td>
<td>.401 (.312)</td>
<td>-.220, 1.022</td>
</tr>
<tr>
<td>Gender a₅</td>
<td>-.323** (.147)</td>
<td>-.614, -.037</td>
</tr>
<tr>
<td>Constant i₉</td>
<td>.915** (.356)</td>
<td>.208, 1.622</td>
</tr>
</tbody>
</table>

R² = .405
F(5, 86) = 11.726, p < .01

R² = .156
F(8, 83) = 1.916, p < .10

Note. Coeff. = Unstandardized regression coefficients. Standard errors in parentheses. 95% CI = 95% confidence interval.
* p < .10. ** p < .05. *** p < .01.
Hypothesis 2 stated that narcissism is positively related to IM motives. As Table 2 shows, $a_1 = .596$, 95% CI = .424 to .767, $p = .000$, narcissism and IM motives possess a strong positive relationship, where those high on narcissism are likely to hold high IM motives. Hypothesis 2 is supported. Hypothesis 3 stated that the relationship between IM motives and OCB is moderated by the perception of performance appraisal in such a way that a positive perception will lead to higher OCB and a negative perception will lead to lower OCB. As table 2 shows, the interaction effect of IM motives and perceived performance appraisal on OCB is positive, but not significant, given that $b_3 = .098$, 95% CI = -.025 to .221, $p = .118$. Hypothesis 3 is not supported. According to Hayes (2018), the first steps for establishing a moderated mediation are to test the significance of the paths $a_1$ and $b_3$ (see Figure 2). Based on the reasoning that evidence of moderation (path $b_3$) in a moderated mediation analysis is necessary to establish a moderated mediation, this paper concludes that a moderated mediation is not found. According to Hayes, it is not necessary to test Hypothesis 4 that predicts IM motives to mediate the relationship between narcissism and OCB positively, when perceived performance appraisal is high, and negatively, when perceived performance appraisal is low. This is because the interaction effect of IM motives and perceived performance appraisal on self-reported OCB is not supported.
Table 3.
Regression coefficients estimating impression management motives and leaders’ perception of employees’ organizational citizenship behavior

<table>
<thead>
<tr>
<th></th>
<th>Impression management motives (M)</th>
<th>Organizational citizenship behavior (Y)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Coeff. 95% CI</td>
<td>Coeff. 95% CI</td>
</tr>
<tr>
<td>Narcissism (X)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>a₁</td>
<td>.596*** (.086)</td>
<td>.424, .767</td>
</tr>
<tr>
<td>Impression management motives (M)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>b₁</td>
<td>-.630** (.245)</td>
<td>-.050 (.067)</td>
</tr>
<tr>
<td>Perceived performance appraisal (W)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>b₂</td>
<td>-.311** (.156)</td>
<td>-.622, -.001</td>
</tr>
<tr>
<td>M x W</td>
<td></td>
<td></td>
</tr>
<tr>
<td>b₃</td>
<td>.162** (.064)</td>
<td>.033, .290</td>
</tr>
<tr>
<td>Age</td>
<td></td>
<td></td>
</tr>
<tr>
<td>a₂</td>
<td>.518 (.322)</td>
<td>-.122, 1.158</td>
</tr>
<tr>
<td>a₃</td>
<td>.407 (.305)</td>
<td>-.200, 1.014</td>
</tr>
<tr>
<td>a₄</td>
<td>.401 (.312)</td>
<td>-.220, 1.022</td>
</tr>
<tr>
<td>Gender</td>
<td></td>
<td></td>
</tr>
<tr>
<td>a₅</td>
<td>-.323** (.147)</td>
<td>-.614, -.037</td>
</tr>
<tr>
<td>Constant</td>
<td>iₘ</td>
<td></td>
</tr>
<tr>
<td>iₘ</td>
<td>.915** (.356)</td>
<td>.208, 1.622</td>
</tr>
<tr>
<td>iₙ</td>
<td>5.917** (.637)</td>
<td>4.650, 7.183</td>
</tr>
</tbody>
</table>

R² = .405 R² = .147
F(5, 86) = 11.726, p < .01 F(8, 83) = 1.789, p < .10

Note. Coeff. = Unstandardized regression coefficients, standard errors in parentheses. 95% CI = 95% confidence interval.
* p < .10. ** p < .05. *** p < .01.
The research question aimed to investigate whether the leader-report of narcissists’ OCB differs from the narcissists’ self-report. More specifically, to investigate if the leaders report of a negative relationship between narcissism and OCB could have an effect on the function of IM motives and perceived performance appraisal on OCB. Thus, the leader-reports were used to investigate Hypotheses 1, 3 and 4 in a second analysis.

Hypothesis 1 stated that narcissism is negatively related to leader-reports of OCB. As table 3 shows, c’ = -.050, 95% CI = -.183 to .082, p = .4531, the effect of narcissism on leader-reported OCB reflects a negative, but not significant relationship (see Table 3). Hypothesis 1 is not supported. Hypothesis 3 stated that the relationship between IM motives and OCB is moderated by the perception of performance appraisal in such a way that a positive perception will lead to higher leader-reported OCB and a negative perception will lead to lower OCB. Unlike in the prior analysis, path b₃ was significant, b₃ = .162, 95% CI = .033 to .290, p = .014. This supports Hypothesis 3 and indicates that an interaction between IM motives and perceived performance appraisal has a positive effect on leader-reported OCB (see table 4).

Table 4.

Regression coefficients estimating the interaction effect of IM motives and perceived performance appraisal

<table>
<thead>
<tr>
<th>Perceived performance appraisal (W)</th>
<th>Effect</th>
<th>95% CI</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.857</td>
<td>-.168* (.084)</td>
<td>-.336, -.001</td>
</tr>
<tr>
<td>3.857</td>
<td>-.007 (.068)</td>
<td>-.141, .128</td>
</tr>
<tr>
<td>4.589</td>
<td>.112 (.090)</td>
<td>-.066, .290</td>
</tr>
</tbody>
</table>

*Note.* Perceived performance appraisal (W) = Perceived performance appraisal respective values. Effect = Unstandardized regression coefficients, standard errors in parentheses. 95% CI = 95% confidence interval. * p < .05.

More specifically, the interaction effect of IM motives and perceived performance appraisal on leader-reported OCB indicates that perceived performance appraisal is vital for the employees who possess a higher degree of IM motives, in order for them to perform OCB.
Figure 3. Illustration of the interaction effect of impression management motives (IM motives) and perceived performance appraisal on leader-reported OCB. $0_M \rightarrow Y = \text{Interaction effect of IM motives and perceived performance appraisal on OCB.}$ $W = \text{Perceived performance appraisal’s respective values ranging from low to high.}$

As Figure 3 illustrates, the gap between low and high perceived performance appraisal differs substantially for those who are low and high on IM motives.

The relationship between IM motives and leader-reported OCB moderated by perceived performance appraisal indicates that employees higher on IM motives require a positive perception of performance appraisal to perform OCB. However, if these employees perceive the performance appraisal as negative, OCB will decrease. For the employees lower on IM motives, the perception of performance appraisal does not seem to have an influence on their OCB, because those, who perceive the performance appraisal as negative, still perform a high degree of OCB. This indicates that the perception of performance appraisal is of more importance for performing OCB for those, who are higher on IM motives, compared to those lower on IM motives. However, as Table 4 constitutes, the effect is only significant for those, who score low on IM motives and perceive the performance appraisal as negative. This effect alone is not sufficient to establish a moderated mediation, also because the relationship does not include narcissism.
Table 5.

*Regression coefficients estimating the indirect effect of narcissism on OCB*

<table>
<thead>
<tr>
<th>Perceived performance appraisal (W)</th>
<th>$a_1$</th>
<th>95% CI</th>
<th>$0_M \rightarrow Y = b_1 + b_3 W$</th>
<th>95% CI</th>
<th>$a_10_M \rightarrow Y = a_1(b_1 + b_3 W)$</th>
<th>95% CI</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.857</td>
<td>.596** (.086)</td>
<td>.424, .767</td>
<td>-.168* (.084)</td>
<td>-.336, -.001</td>
<td>-.100 (.062)</td>
<td>-.216, .030</td>
</tr>
<tr>
<td>3.857</td>
<td>.596** (.086)</td>
<td>.424, .767</td>
<td>-.007 (.068)</td>
<td>-.141, .128</td>
<td>-.004 (.043)</td>
<td>-.090, .081</td>
</tr>
<tr>
<td>4.589</td>
<td>.596** (.086)</td>
<td>.424, .767</td>
<td>.112 (.090)</td>
<td>-.066, .290</td>
<td>.067 (.054)</td>
<td>-.036, .180</td>
</tr>
</tbody>
</table>

*Note.* Perceived performance appraisal (W) = Perceived performance appraisals respective values. Unstandardized regression coefficients. Standard errors in parentheses. $a_1 = Coefficients$ of relationship between narcissism and impression management motives (IM motives). $0_M \rightarrow Y = b_1 + b_3 W = Coefficients$ of interaction between IM motives and perceived performance appraisals respective values on OCB. $a_10_M \rightarrow Y = a_1(b_1 + b_3 W) = Indirect$ effect of narcissism on OCB where impression management mediates the relationship moderated by perceived performance appraisals respective values. 95% CI = 95% confidence interval.

* p < .05. ** p < .01.
In order to establish a moderated mediation, Hypothesis 4 states that the effect of narcissism on OCB has to be mediated by IM motives moderated by perceived performance appraisal (see Table 5). The relationship between these variables include path $a_1$ (narcissism and IM motives), $b_1$ (IM motives and OCB) and $b_3$ (interaction effect between IM motives and perceived performance appraisal on OCB) (see Figure 2) given the degree of perceived performance appraisal ($W$). Table 5 reflects a positive moderated mediation, indicating an increase in OCB, given an increase in both IM motives and perceived performance appraisal. None of the effects are significant, indicated by the confidence intervals (CI). However, the moderated mediation test developed by Hayes (2018) was executed to establish if there is a moderated mediation effect or not. Hayes argues that this test is sufficient to establish a moderated mediation effect. In this case, the test was significant, showing the effect of .096, 95% CI .002 to .184 (see Figure 4). Hypothesis 4 is thus supported.

![Figure 4](image)

**Figure 4.** Illustration of direct and indirect effect of narcissism on OCB. $a_{10M} \rightarrow Y = a_1b_1 + a_1b_3W$ = Indirect effect of narcissism on OCB where impression management mediates the relationship moderated by perceived performance appraisals respective values. $c^* = $ Direct effect of narcissism on OCB.

As Figure 4 indicates, the linear function of perceived performance appraisal ($W$) includes intercept $a_1b_1 = -.375$ and slope $a_1b_3W = .096W$. The slope can be comprehended as the link between the indirect effect and the moderator. In this case it is positive, indicating that the effect of narcissism on OCB through IM motives has an increasing function when the perception of performance appraisal is positive. As can be seen in Figure 4, the direct and indirect effect possess different signs. The direct effect is negative, while the indirect effect is positive, which can be an indicator of a suppressor effect. This will be discussed below.
Discussion

This study indicates that narcissists report a positive relationship to OCB, while their leaders report a negative relationship between narcissists and OCB. However, none of these relationships were significant. Two analyses were performed, one using self-reports of OCB and another using leader-reports, as the research question aimed to investigate if the difference between the reports would affect the variables of interest. Moreover, based on prior research, this paper aimed to investigate if impression management motives (IM motives) drives narcissists to perform OCB. The results show a significant and strongly positive relationship between narcissism and IM motives. However, research characterizes the effect of IM motives as relative to context, thus, this paper investigated how the interaction between IM motives and performance appraisal affects OCB. Both analyses indicate a positive function of a positive perception of performance appraisal on OCB, given a relatively high level of impression management motives (IM motives). In contrast, a negative perception of performance appraisal indicates a decrease in OCB. The results of the analyses reflect the value of a positive perception of performance appraisal for employees with high IM motives to motivate them to perform OCB. If employees with relatively high IM motives perceive the performance appraisal as moderate, the analyses show that they will respond with a moderate performance of OCB. Both analyses indicate the same relationship between these variables, however, only the analysis with leader-reports was significant. The moderated mediation was supported for the model with leader-reports. It indicates that narcissists’ high level of IM motives can motivate them to perform OCB to some degree, given that they perceive the performance appraisal as positive.

This paper finds it important to reflect the validity of narcissists’ self-report and their leaders’ report. Only in the analysis with leader-reports, impression management motives (IM motives) mediated the relationship between narcissism and OCB and perceived performance appraisal moderated the relationship between IM motives and OCB. This might be due to the leader-reports greater ability to reflect the narcissists’ motives in relation to their perception of performance appraisal.

Research indicates that self-reports are a source of common-rater bias, which was the case when narcissists reported both their level of narcissism (predictor) and OCB (outcome) (Podsakoff, Whiting, Welsh & Mai, 2013). Thus, given the same rater of both the predictor and outcome, the common rater source can function as a moderator and strengthen the relationship (Podsakoff et al., 2009). Further, self-reports are a source of self-presentation bias, motivating the reporters to rate their behavior as better than it actually is, given it is
socially favorable. More specifically, Carpenter, Berry and Houston (2014) found a difference in self-reports and other-reports of OCB, as was the case in the current paper. Finally, this finding is related to narcissists’ nature, their use of self-regulatory strategies, motivating them to interpret the situation in their favor to maintain a positive self-view (Morf & Rhodewalt, 2001a, 2001b). This can reflect bias in desirability, but also in misconception of the reality. Narcissists are focused on viewing themselves in a bright light and often also believe that they do perform the desirable behavior, even though they do not. This way of thinking about the relationship between narcissism and OCB is supported by Judge et al. (2006), where they found that narcissists perceive that they perform OCB, while their leaders do not. In addition, the majority of prior research indicates a negative relationship between narcissism and OCB, supporting the findings on the relationship between narcissism and leader-reports in the current study (Campbell, Hoffman, Campbell & Marchisio, 2011).

Narcissists biased reports of their OCB can make it difficult to capture the effect of perceived performance appraisal, given that the perceived performance appraisal determines the actual OCB, while narcissists report of their OCB does not. However, their leaders can perceive their helping behavior as driven by IM motives, and therefore do not perceive it as OCB (Lam, Huang & Snape, 2007). Research has indicated that leaders do not perceive this behavior as favorable and relate it to a negative performance appraisal. The study with leader-reports in the current paper reflects a positive relationship between narcissism and OCB, given that narcissists possess a relatively high degree of IM motives and perceive the performance appraisal as positive. Thus, this paper finds it convincing that a negative performance appraisal based on the leaders’ perception of OCB driven by IM motives does not relate to this case. As it is the positive performance appraisal that motivates narcissists to perform OCB based on their IM motives.

**Implications for research**

This study has several implications for research. The analyses comprehend narcissists as relatively high on impression management motives. They are motivated to perform favorable behaviors like OCB, if they perceive the performance appraisal as positive. A model was introduced where IM motives mediate the effect of narcissism on OCB moderated by perceived performance appraisal. These indications contribute with an opportunistic view of narcissism and shows how to approach narcissists, in order to benefit from their behavior, in this case how to motivate OCB.
First, the analyses investigated the mediation effect of impression management motives on the relationship between narcissism and OCB. The findings of the relationship between narcissism and IM motives indicate a strong and positive relationship, consistent with prior research (Morf & Rhodewalt, 2001a, 2001b; Vohs, Baumeister & Ciarocco, 2005). This relationship can be explained through narcissists’ need for admiration (Baumeister & Vohs, 2001). Narcissists are motivated to behave in ways that promote this admiration, they seek positive feedback and are eager to achieve high status. Given that OCB is regarded as a highly positive behavior in the organization, the current paper felt motivated to investigate whether IM motives mediate the relationship between narcissism and OCB (Podsakoff, Whiting, Podsakoff, & Blume, 2009). However, the findings indicated the opposite. The relationship was highly negative, indicating that narcissists possessing a higher degree of IM motives actually perform less OCB. Based on prior research, the findings can be a result of inattention to situational cues that facilitate OCB (Kim, Dyne, Kamdar & Johnson, 2013). IM motives are not conditioned to specific behaviors. In the current paper, the negative relationship can mirror the narcissistic behavior and its negative relation to OCB. A study showed that IM motives can be the source of both favorable and negative behavior (Baumeister & Ciarocco, 2005). This is because of the limited resources of adaptive self-regulatory strategies. Narcissists find it challenging to behave favorable, just to be admired, and therefore the self-regulatory strategies can deplete with time, and lead to less effective strategies. Narcissists can begin to behave insensitive to others, view them as inferior, which can lead to negative feedback, and motivate a hostile behavior and therefore an absence of OCB. Thus, the current paper found it necessary to include perceived performance appraisal, in order to understand the function of narcissists’ IM motives for OCB.

Second, the importance of performance appraisal reflects narcissists’ addiction to admiration, as they will do whatever it takes to achieve it (Baumeister & Vohs, 2001). If their planned behavior does not lead to that admiration, they will search for other ways to achieve it. As both the analyses indicate, on the one hand, narcissists with a negative perception of performance appraisal will perform less OCB. On the other hand, narcissists with a positive perception of performance appraisal are motivated to perform more OCB. However, only the analysis with leader-reports was significant. Narcissists’ OCB can be explained through their IM motives. As narcissists’ OCB based on IM motives is conditioned to positive performance appraisal, narcissists seem to have fulfilled their interest in gaining positive performance appraisal.
The use of this specific performance appraisal questionnaire was based on the comprehension of narcissists and their impression management motives (IM motives) (Baumeister & Ciarocco, 2005). They are more sensitive to feedback, more conscious about it and will reflect satisfaction or dissatisfaction according to their perception. This implies that those who possess relatively more IM motives will perceive the performance appraisal questionnaire to be more important, compared to those who possess less. This is a strength in these analyses, as it manages to capture the effect of performance appraisal. The analyses indicate that employees who score low on IM motives perform a high degree of OCB, even though they are not satisfied with their performance appraisal. This can reflect other motives for OCB, as in prosocial behavior and organizational concern, thus, the performance appraisal does not seem to have an impact on their OCB. Moreover, the analysis with leader-reported OCB indicates that narcissists’ OCB will increase, given that they possess a high degree of IM motives and perceive the performance appraisal as positive.

The performance appraisal questionnaire stresses the importance of feedback relevance for both the employee and the organization if the feedback is consequent and focuses more on positive feedback, rather than negative (Kuvaas, 2006). The feedback is thought to be more relevant to the narcissistic employees because of their need for it, and the same applies for the importance of feedback for the employees (Vohs & Baumeister, 2001). As for the importance of feedback for the organization, narcissists are self-centered and will often exemplify their own situation, so this rating is assumed to be related to their own situation. Thus, the importance of feedback for the organization will be perceived as important, since it is important for them. Moreover, this paper finds it important that feedback is perceived as consequent, since inconsequent feedback is not developmental (Kuvaas, 2006). Narcissists perform OCB based on their high IM motives, given that they perceive the performance appraisal as positive. It is important that the feedback states when the narcissist is performing a favorable behavior, in order for the narcissist to learn from his or her actions. This is related to the last-mentioned component – more focus on positive, rather than negative feedback, also due to narcissists’ vulnerability (Morf & Rhodewalt, 2001a, 2001b). Critique can be considered among their worst fears, and lead to a hostile behavior and a problem for the organization (Penney & Spector, 2002). Thus, by learning how to behave favorably, the narcissist can avoid critique, promote admiration and be a motivated employee that goes the extra mile.

Third, these findings show the importance of understanding the narcissistic mind and behavior, in order to benefit from them. Prior research reflects around the challenges and
emerged problems in having narcissistic employees (Campbell, Hoffman, Campbell & Marchisio, 2011). They are eager to show off reflecting their high IM motives, and if they do not receive the admiration they seek, they can become problematic. However, Bass (1985) motivates leaders to see each employee, understand them and their needs and approach them based on this understanding. This is a good leader approach and the focus of the current paper. The current paper wanted to contribute to research with an opportunistic view of narcissism and the results indicate that organizations can benefit from narcissists through their OCB, given that the narcissists receive a positive performance appraisal.

**Suppression effect**

This paper found the difference in leader and self-report interesting and chose to investigate if their implementation affected the model. When comparing the direct effect with the indirect effect, and estimating the total effect, the models yield interesting differences. In the model with self-reports, the direct effect between narcissism and OCB was positive, which also was the case for the indirect effect. However, none of them were significant. When OCB was reported by the leaders, the direct effect was negative, while the indirect effect was positive. The total effect reflected a positive relationship where an increase of narcissism indicates an increase in OCB, given the mediation of IM motives moderated by perceived performance appraisal. This can be perceived as inconsistent findings.

MacKinnon, Krull and Lockwood (2000) refer to situations where the mediation effect can be inconsistent in relation to the systematic interpretation Baron and Kenny (1986) refer to. Baron and Kenny refer in their fourth step to the importance of a reduction in the total effect equal to zero (full mediation) or close to zero (partial mediation) to establish a mediation effect. But there are situations where the mediator can be a suppressor and lead to an increase in the total effect, where this effect is closer to zero than the direct effect. This can change the direction of the relationship. An indicator to a suppression can be that the indirect effect and the direct effect possess opposite signs, as was the case in this analysis. The direct effect was negative, while the indirect effect was positive. This made the direction change, reflecting the substantial effect performance appraisal has on IM motives in relation to performance of OCB.
Limitations and further research

There are some limitations in this paper. First, the given time to complete the project motivated the use of a convenience sample in the 92 matched participants. Further research could investigate the same phenomenon using a randomized and larger sample, since this has shown to increase the study’s validity. Second, prior research has indicated that impression management motives are unstable and can change with time, as it is for perceived performance appraisal. Based on that, a longitudinal study would be in an ideal. It would be interesting to follow the interaction between IM motives and perceived performance appraisal over time, since it can yield information of interest regarding the relationship between leader and narcissist, and the effect it has on OCB. Third, OCB can benefit the organization, but task performance is decisive. Thus, a suggestion to further research is to include task performance as a dependent variable in the same relationship this paper has investigated. This aims to examine whether the interaction between IM motives and perceived performance appraisal also have an impact on task performance. Further on, research should examine if narcissists’ performance of both OCB and task performance can be at the expense of one of them. However, task performance is more related to abilities, skills (Sonnentag, 2002), technology and work design (Organ, 1997). Therefore, these variables should be controlled for to capture the effect of IM motives and perceived performance appraisal on task performance. Fourth, the current paper did not investigate the leaders’ perception of motives that drives employees’ OCB. The relationship between narcissism, impression management motives, perceived performance appraisal and OCB can be comprehended as complex. Narcissists can be understood as addicted to admiration as shown in feedback, but also to other form of rewards, for example, career opportunities and high status. Leaders can be manipulative and give the employees positive performance appraisal, because they comprehend the employees’ OCB as driven by IM motives. Based on that, it would be interesting to see what motives the leaders relate to the employees’ OCB, and what rewards a perception of OCB driven by IM motives can lead to and not. Research should use this perspective to examine career opportunities and a potential increase or decrease in OCB as narcissists enter higher positions.

The last suggestion to further research is related to narcissism as a cultural product, reflecting the change in culture and the effect of this culture on the individuals. Based on that, this paper finds it interesting to investigate narcissism in a collectivistic organizational culture, where focus is on “us”, rather than “me”. Moreover, research should investigate the impact of this culture on the individuals’ narcissism, and whether it can lead to a change in their narcissism. Prior research has argued that it is difficult to change narcissists (Sedikides
First, narcissism reflects the self, and the self is highly resistant to change (Markus, 1977). Second, narcissism feels good because narcissists love themselves, which is mentally healthy, as it leads to positive emotions (Sedikides et al., 2004). Third, their sensitivity to critique makes it difficult to change them, as the use of their self-regulatory strategies prevent them from understanding it (Morf & Rhodewalt, 2001a, 2001b). However, the authors indicate that change can be seen in culture that promote communal traits (Finkel, Campbell, Buffardi, Kumashiro & Rusbult, 2009). Studies on married couples have indicated that narcissists perceived that their partners elicited communal traits from them. Moreover, these studies indicated that the narcissists became better partners with time. Another focus lies in the feedback process (Cukrowicz & Joiner, 2005). Studies have shown that narcissists’ sensitivity to critique requires an approach based on the narcissistic mind. These studies motivate the use of a questioning approach to make narcissists understand the consequences of their behavior. The example below shows a situation between a narcissist and a clinician, however, the current paper finds it suitable for a leader or human resource employee to use (Sedikides & Spencer, 2007). In this case, a narcissist acted aggressively towards a colleague, and the clinician asked the narcissist of how this behavior contributed to the goal of becoming a leader. The narcissist can respond that it felt good, but that it could have damaged the opportunity of becoming a leader. Then the clinician could ask the narcissist for alternative ways of handling the situation. This can motivate the narcissist to reflect his or her goals and behavior to reach these goals. Ideally, this will over time increase the narcissists awareness of his or her own behavior to attain the goals and the detrimental effects of his or her narcissism. Bass (1985) motivate leaders to see each employee, understand them, their needs and approach them based on this understanding.

The approach in the example emphasizes the importance of motivating narcissists to reflect around their own behavior. Based on that, further research should investigate how the promotion of communal traits, and a feedback approach that emphasizes narcissists’ reflection of their own behavior can change their narcissism, and lead to desirable organizational behaviors.

Implications for practice

Chroniclers of culture in late 70s argued that there is a change in Western culture, where narcissism is promoted and has led to an increase in narcissistic individuals (Lasch, 1979; Wolfe, 1976). Later research supports these chroniclers and refers to the newer generations as “Generation Me” (Twenge, 1997, 2001, 2006). This generation possesses high
expectations that can give rise to challenges (Reynold, Stewart, MacDonald & Sischo, 2006; Twenge & Campbell, 2008). There is an increase in mental disorders such as anxiety and depression (Melchior, Caspi, Milne, Danese, Poulton & Moffitt, 2007). These challenges can reflect the discrepancy between their self-view and the reality. Moreover, the increase in high expectations opens up for an unhealthy relation to competition that surpasses collectivism and OCB. This makes it vital to understand this generation, their trait and potential consequences in order to reduce these consequences. There are methods to be used to improve mental health and to comprehend narcissism as a resource, as this paper indicates.

As Twenge & Campbell (2009) indicate, the new generation is growing up in a culture where they receive unconditional positive performance appraisal, which can lead to a self-view that does not correspond with reality. This can work towards them when they find themselves in situations that gives them a reality check that does not correspond with their self-view and triggers hostile behavior. Positive performance appraisal should be consequent and reflect desirable behaviors, such as prosocial behavior or hard work. Moreover, it should be constructive and have more focus on positive feedback, rather than negative, based on narcissists’ sensitivity to feedback.

Narcissists possess a great motivation in receiving admiration and this opens up for opportunities to use this motivation to desirable behavior. By promoting desirable behavior and use a consequent and constructive performance appraisal, the narcissists can be a strong resource in achieving great goals. This paper indicates that narcissists can perform OCB, even though it is not in their nature, but because it is attractive in the organization and a source for positive feedback. These indications are of importance for today’s leaders, as an increase in narcissism will result in an increase in narcissistic employees. Instead of screening them out in the recruitment process or fire them, they should be aware of these methods and the resource these individuals possess in great motivation, ready to be guided.

Promotion of positive behavior through performance appraisal, as in OCB, can create a culture where individuals have fewer expectations for themselves, and instead focus on the team of employees and the organization. This way of thinking can change narcissism, as these promotions can elicit communal traits that reflect OCB. Twenge & Campbell (2009) argue that the increase in narcissism is a cultural product, reflecting the power of culture, therefore, in the same way individuals became more narcissistic, they can be more collectivistic.
Conclusion

This paper contributes to research by introducing a more sophisticated model of the relationship between narcissism and OCB. In this case, impression management motives (IM motives) mediate the relationship between narcissism and OCB moderated by perceived performance appraisal. Two analyses were performed, one using self-reports of OCB and another using leader-reports of OCB. Even though both analyses showed a positive relationship between narcissism and OCB mediated through IM motives moderated by perceived performance appraisal, only the analysis using leader-reports was significant. This reflects bias in narcissists’ self-reports on desirable behaviors. The analysis using leader-reports indicates that narcissism is negatively related to OCB (direct effect). However, when IM motives mediate the relationship between narcissism and OCB moderated by perceived performance appraisal, this relationship turns positive. This is an indicator of a suppressor effect. These findings indicate that narcissists can perform OCB based on IM motives, given that they perceive the performance appraisal as positive. A negative perception indicates a decrease in OCB, reflecting the value performance appraisal has on narcissists’ OCB.

The limitations in this study is related to time and resources. Ideally, the study would use a larger randomized sample and investigate the relationship between the variables of interest over time. These are some of the suggestions for further research. However, the current study showed results that have implications for practice. These implications have a focus on narcissism as a cultural product, where individual freedom and fame are valued. This gave rise to a generation with increased self-interest and expectations that threatens mental health and collectivistic behaviors, as in OCB. Organizations should develop a culture that emphasizes communal attributes as in care, understanding and sympathy. It can be understood as a promotion of communal attributes reflecting collectivistic behaviors, as in OCB. If narcissists perceive these behaviors as favorable, they can feel motivated to perform them. This can change narcissism by moving the focus from agentic attributes such as in intelligence, dedication and competitiveness to communal attributes such as in sympathy, care and understanding.
References


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