

## THE EFFECT OF PERCEIVED NARCISSISM ON CONFLICT TENDENCY IN ORGANIZATIONS

Dr. H. Tezcan UYSAL \* 

### ABSTRACT

*The purpose of this study is to determine whether there is a meaningful relationship between the narcissism that the employees perceive in the organizational atmosphere and the conflict tendency they have developed and if there is a meaningful relationship, to determine the level of influence of narcissism and examine the levels of difference by associating the demographic factors with conflict tendency. Based on this purpose, data was collected from 102 individuals working in the public sector and 85 individuals working in the private sector in Düzce province by survey. As a result of the analyzes, a significant and positive relationship was found between the level of narcissism perceived in the organizational atmosphere and the conflict tendency of the employees and it was determined that 38.3% of the change in conflict tendency was explained by the change the perception of narcissism. According to simple linear regression analysis results, it was determined that the a 1-unit increase in the perception of narcissism caused an increase of 2.417 units on conflict tendency. As a result of the difference analysis conducted, it was identified that the conflict tendency showed a significant difference according to the educational status, the conflict tendency in primary school graduates was at the highest level and it decreased as the education level increased.*

**Keywords:** Narcissism, Conflict Tendency, Organizational Atmosphere.

**JEL Codes:** M1, M12, M19.

### ALGILANAN NARSİSİZMİN ÖRGÜTLERDE ÇATIŞMA EĞİLİMİNE ETKİSİ

#### ÖZET

*Bu çalışmanın amacı; örgüt atmosferinde çalışanların algıladığı narsisizm ile geliştirdikleri çatışma eğilimi arasında anlamlı bir ilişki olup olmadığını saptamak, eğer anlamlı bir ilişki var ise narsisizmin etki düzeyini saptamak, demografik faktörleri çatışma eğilimi ile ilişkilendirerek farklılık düzeylerini incelemektir. Bu amaca bağlı olarak Düzce ilinde, kamu kurumlarında çalışan 102 kişiden ve özel sektörde çalışan 85 kişiden anket yöntemiyle veri elde edilmiştir. Gerçekleştirilen analizler sonucunda; örgüt atmosferinde algılanan narsisizm düzeyi ile çalışanların çatışma eğilimi arasında*

\* Bülent Ecevit Üniversitesi, Zonguldak Meslek Yüksekokulu, Yönetim ve Organizasyon Bölümü, Zonguldak/Türkiye e-mail: [h.tezcanuysal@hotmail.com](mailto:h.tezcanuysal@hotmail.com)

*pozitif yönde anlamlı bir ilişki saptanmış, çatışma eğilimindeki değişimin %38,3'ünü narsisizm algısındaki değişimin açıkladığı belirlenmiştir. Basit doğrusal regresyon analizi sonucuna göre; narsisizm algısındaki 1 birimlik artışın çatışma eğilimi üzerinde 2.417 birimlik bir artışa neden olduğu saptanmıştır. Gerçekleştirilen farklılık analizleri sonucunda ise; çatışma eğiliminin eğitim durumuna göre anlamlı bir farklılık gösterdiği, ilköğretim mezunlarında çatışma eğiliminin en üst seviyede olduğu, eğitim seviyesi arttıkça çatışma eğiliminin de azaldığı belirlenmiştir.*

**Anahtar Kelimeler:** *Narsisizm, Çatışma Eğilimi, Örgüt Atmosferi.*

**JEL Kodları:** *M1, M12, M19.*

## 1. INTRODUCTION

Despite being a current issue, the history of narcissism in the field of psychology is based on more than a hundred years ago (Braun, 2017). In the literature, narcissism was first assessed by Freud as psychoanalysis, and it was approached as a different aspect of self-confidence and researches were made on whether it was a developmental phase or disorder (Sandler, Fonagy and Person, 2012). Narcissism, which includes the self-belief that a particular feature such as intelligence is much better than an average individual, is related to the aggressive reactions that occur both as a result of provocations such as ego-threatening or that manifest in the interactions without provocation (Miller, Widiger and Campbell, 2010) and has developed as a defense that includes anger against the feeling of losing (Campbell, 1999). Although they are skilled at establishing relationships to the environment, individuals with narcissistic personality are unable to maintain this situation for a long time due to their personality characteristics (Grijalva, Harms, Newman, Gaddis and Fraley, 2015). Those who are empathic and who have a tendency to exploit others to make personal gains are actively working in business life (Erkutlu and Chafra, 2017). Therefore, it is very important for organizations to examine the narcissistic personality that causes much more negative emotional response than other personality types in human relations (Kemelgor, Sussman, Kline and Zurada, 2007).

Various definitions have been made for narcissism in the literature. Narcissism was defined by Kohut (1977) as “a phenomenon dominated by the vulnerability, feeling of emptiness, depression, and lack of empathy and endurance”, as “expression of personality in an imposing and arrogant manner” by Buffardi and Campbell (2008), as “self-libidinal investment” by Kernberg (2012), as “repeated patterns of thought, behavior and emotions exhibited by individuals when self-love is exaggerated” and as “exaggerated admiration towards the individual's physical and psychological traits” by Oğuz (2016). The American Psychiatric Association (APA) has established the following criteria for the identification of narcissistic personality disorder: Experiencing the sensation that one is important or unique in a flashy manner; strongly believing that one has the qualities such as success, power, intelligence and beauty; dreaming of ideal love; being unable to tolerate adverse events in life; not wanting to take responsibility

despite demanding a permanent right and privilege; having little or no feeling of empathy (Hyman, 1989).

The features of narcissism appear to be called “normal narcissism” (Bozkuş and Araz, 2015). Narcissism is not a disease in itself but a normal thing in terms of human psychology. However, it may cause a diminished or bloated self-love when encountered with various preventions (Özel, 2013). Individuals with pathological narcissism are individuals who are completely self-confident and open to nourishment by other people's thoughts in the internal process, although they tend to be disrespectful to others' thoughts. This is an indication that narcissistic individuals are individuals who do not trust themselves in their internal processes, as opposed to their exaggerated confidence and self-assertive attitudes in their external appearances (Karaaziz and Erdem, 2013). These individuals, who tend to act outside their emotions and change events in their own interests, want all power and control to be in themselves; how they look it is important for them rather than how they feel (Uçar ve Konal, 2017).

Narcissism is characterized by authority, superiority and oppression (Persson, Kajonius and Garcia, 2017). In narcissism, individuals believe that they are superior to others and have a splendid concept of self (Tokarev et al., 2017). A person exhibiting narcissistic personality disorder has endless motivation to seek perfection in all his work, to seek to obtain wealth, power and beauty, and to find others to admire him by mirroring his grandiose. There is a feeling of emptiness under this defensive aspect and anger that is intensified by intense jealousy (Masterson, 2014). Since the narcissistic person does not love himself and does not respect oneself without doing anything, s/he needs to do something constantly in order to be able to love and respect oneself (Şahin, 2009). However, they also want other people to support their narcissistic feelings (Demircioğlu, 2014). Because narcissist people are insatiable about the requests from others (Russell, 1985). The main feature of narcissistic personality disorder is grandiose in behavior or fantasy, the need to be admired and the inadequacy of understanding the feelings of others (Şahin, 2009). Another feature is the exaggeration of self (externally, perceived spiritual and physical, all-inclusive self-existence apart from the other objects existing in the external world) in an exaggerated way and a decrease in the interest on others (Timuroğlu and İşcan, 2008). The narcissists feel the need to test whether the others have appreciative ideas towards themselves and constantly keep others their relations under pressure in order to receive the feedback they desire (Tazegül, 2013). These people have a positive self-image that is overly flashy and unrealistic, often with a strong sense of self-centeredness, sense of authority, and disrespect towards others (Campbell and Foster, 2007). Unlike their self-confident identities, they always look for a power against the outside world, and they are extremely weak and powerless. Despite the increase in the narcissistic features of people in the dimensions of power, success, hedonism, arousal, self-control and universality, the need for benevolence and security compels narcissists to be sensitive to others and to coexist with others (Güngör, Ekşi and Arıca, 2012: 1272).

## 2. ORGANIZATIONAL CONFLICT

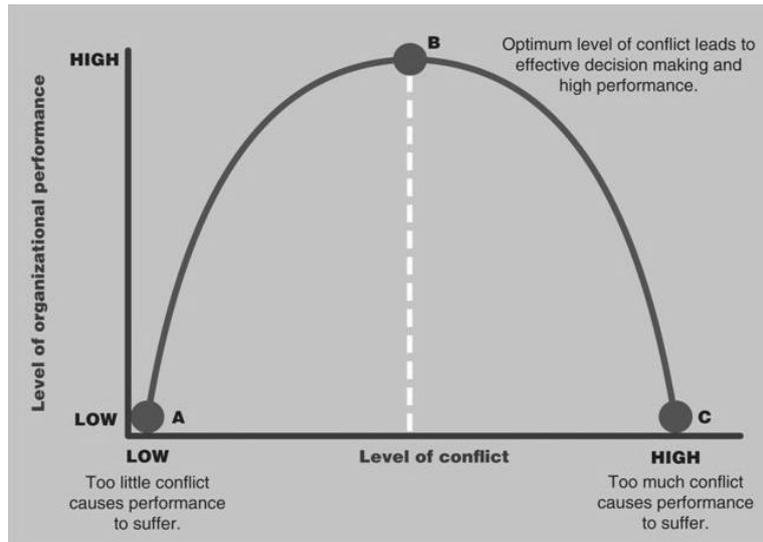
Organizational conflict is defined by Thomas (1976) as “a process that begins when a party becomes aware of the other party whose requests have not been realized or prevented from being realized”; as the hostile interaction or opposition between two or more sides by Robbins (1978); as “the interactions of people who perceive different goals, interfere with each other in achieving these goals and who are interdependent in business sense” by Folger (1993); and as “an organizational reality that everyone can encounter in all social contexts and in any communication process in which the human relationship is experienced, while working with others” by Boateng (2014). Kılıçaslan (2014) defines organizational conflict as events that result from the problems of working together between individuals and groups and cause the normal activities to stop or become involved. The definitions in the literature have common points. The first of these is judged by the fact that the perception of the party is essential and if there is no perception, there is no conflict. Another common point is that there are two or more sides that are engaged in conflict, contradiction and benefit struggle on the conflict, action or thought. The scarcity of resources raises competition, and conflicts arise when one of the parties fails to reach the other's goal (Dere and Kılıç, 2016).

It is natural for conflicts of various kinds and levels to emerge in the environments where social relations are very important and where people with different socio-economic level, values and beliefs, age, intelligence, talent and culture coexist. It is up to the members of the organization to turn the outcome of the conflicts to negative or positive (Özgan, 2011). Although it does not always manifest itself, conflict is a situation that exists almost daily among individuals and groups. The physical, verbal or other reflection of the feelings of the individuals within the organization is evaluated as the first sign of the emergence of sensing, commencement and emergence of the conflict (Demir, 2010). There are often emotional reactions in the conflict process, and the restrictive action is observed rather than a constructive approach. On the other hand, conflict can also manifest the constructive and positive energy in the human relations (Korkmaz and Yalçın, 2015). Therefore, the relationship between the concepts of conflict, competition and cooperation should be analyzed well. Organizational management should support conflict and competition from one side within reasonable limits while encouraging the cooperation with the concern of efficiency and productivity (Altan, 2015).

Although conflict is inevitable in organizations and groups due to the complex nature of organizational life and interdependence, theorists have different views on whether clashes are harmful or beneficial to organizations (Pathak, 2010). According to classical management approach, conflict should never exist in organizations. Conflicts in organizations are destructive and a task of management is to protect the organization from conflict. This view emphasizes the necessity of avoiding or eliminating conflict as it argues that conflict must be avoided in order to ensure full organizational health (Tengilimoğlu, 1991). According to modern management approach, conflict cannot be eliminated. Organizations are inherently in conflict, and the organization needs to turn the conflict in favor by

managing it well. Thus, it is thought that the conflict environment that causes performance degradation when uncontrolled improves organizational success when well managed. According to this approach, regardless of the structuring and functioning of the organizations, the conflicts that arise are inevitable and even necessary occurrences. An optimal level of conflict is always encouraged, although few and many conflicts in organizations are detrimental to the goals of the organization (Akçakaya, 2003). The contribution of the conflict in optimal (required) levels to the organizational performance is exhibited in Figure 1.

**Figure 1. The Relationship between Organizational Performance and Level of Conflict**



Conflicts revitalize creativity and innovation in organizations. For development, directing conflicts with the conscious use of appropriate methods allows for the identification of methods sometimes necessary for work (Wilson, 2004). The conflicts in the organization are not destructive if they are well governed; they give flexibility to the organization in terms of various forms of behavior and decision alternatives and strengthen the creativity by increasing the mental endeavors of individuals (Asunakutlu and Safran, 2005). Nevertheless, lack of conflicts can lead organizations to a stationary structure (Tuna and Türkmen, 2015), as the conflict ensures the constant development and renewal of organizations. Therefore, conflicts that arise or are likely to arise need to be well managed. Otherwise the social statutes, the feelings of being accepted and self-confidence of the individuals as a result of a conflict that is not-well managed are damaged. Organizational conflicts related to perceptions and beliefs develop between two individuals, groups, departments, or between two organizations, and as a result, one side or both sides are negatively affected (Weerarathna and Weerasinghe, 2017). Because of the emotional life affected, individuals become psychologically and physiologically depressed and gradually lose their power (Arslantaş and Özkan, 2002). The conflicts whose antecedents are not noticed can slow down progress in organizations (Abamara, Anazodo, Onyekaba ve Onyemaechi, 2015). It is

observed that in the organizational climates where there is intense conflict, performance, productivity and communication among employees decrease, job motivation decreases and job dissatisfaction of employees increases (Turkalj, Fosić and Dujak, 2008). The lack of harmony arising among the employees of the organization can disrupt the mutual understanding and the tasks to be performed, cause the employees to become insecure and disheartened, and cause negative consequences on organizational commitment (Kassim and Ibrahim, 2014). In addition, the state of conflict, which results with effects such as inattentiveness, lack of interest in job, job dissatisfaction, anxiety, alienation and anxiety (Omisore and Abiodun, 2014) in the employees, reduces the performance as well as threatening the continuity of the organization.

In order for organizations not to encounter these results, it is first necessary to examine the factors that cause extraordinary conflict. Upon examining the literature, the factors such as “division of labor, functional dependency, joint decision-making, limited resources, new expertise, communication system and the size of organization” (Akçakaya, 2003:8), the employees' being psychologically distant to the organization, the domination of the feeling of alienation, differences in values and ideologies, disputes in working conditions (Hotepo, Asokere, Abdul-Azeez and Ajemunigbohun, 2010), role conflict, changes in authority, status and purposes, being appointed for the same duty, resource competition and cultural differences may be expressed as the cause of conflict in organizations. Apart from these factors, researching other factors that increase conflict tendency in workers is important for the organization to achieve the optimal level of conflict. Therefore, it is examined whether the perception of narcissism in organizations is an effect on conflict tendency.

### **3. A RESEARCH ON PUBLIC AND PRIVATE SECTOR EMPLOYEES**

#### **3.1. Purpose and Importance of the Research**

The purpose of the research is to determine the level of narcissism that public and private sector employees perceive in the atmosphere of the organization, to determine whether these levels are an influence on conflict tendencies and to determine whether the tendency of conflict differs according to demographic factors. In line with this purpose, a research was carried out on the employees of public institutions and private sector. This research is important in terms of introducing a new factor to the literature, which disrupts the organizational climate, causes important results regarding the welfare of the employees and continuity of the organization and substantially affects the organizational conflict and of determining the administrative behaviors to mitigate the conflict tendency in employees.

#### **3.2. Population and Sample of the Research**

The population of the research consists of all workers. The sample of the research includes public and private sector employees involved in the research. Random sampling and purposeful sampling among the non-probable sampling methods were used in the research, and data were collected from 205

employees; however, after excluding the missing/incorrectly filled surveys, the sample volume was determined as 187.

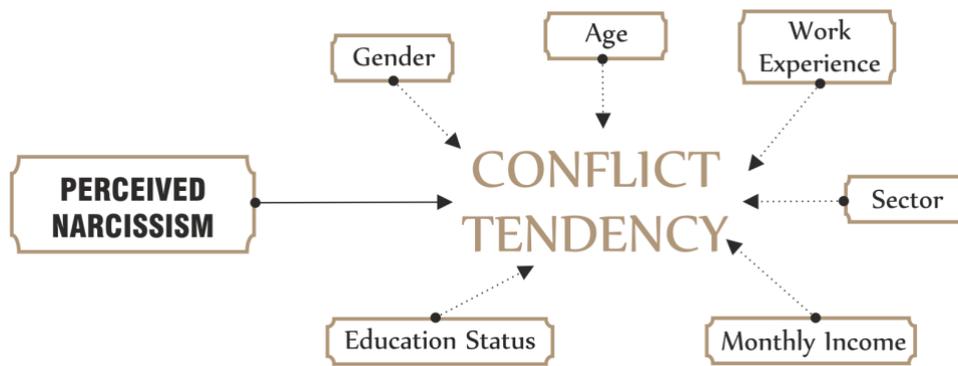
### 3.3. Data Collection Method of the Research

The data to be used in the research were obtained from the employees via the face-to-face survey method. In this context, a survey containing two 5-Likert-type scales was applied. The narcissism scale (Hypersensitive Narcissism Scale), which was developed by Hendin and Cheek (1997) and adapted to Turkish by Şengül, Ünal, Akça, Canbolay, Denizci, and Baştuğ (2005), and conflict tendency developed by Dökmen (1986) were utilized in the establishment of the survey.

### 3.4. Research Model and Hypotheses

Scanning model has been used in the research. The dependent variable of the research is the conflict tendency, and the independent variable is the narcissism perception.

**Figure 2. Conceptual Model of the Research**



#### Hypotheses of the Research;

**H<sub>1a</sub>:** There is a significant relationship between narcissism perception and motivation.

**H<sub>1b</sub>:** As the narcissism perception increases in the organization, conflict tendency increases.

**H<sub>1c</sub>:** The conflict tendency indicates a significant difference based on age.

**H<sub>1d</sub>:** The conflict tendency indicates a significant difference based on gender.

**H<sub>1e</sub>:** The conflict tendency indicates a significant difference based on education level.

**H<sub>1f</sub>:** The conflict tendency indicates a significant difference based on income level.

**H<sub>1g</sub>:** The conflict tendency indicates a significant difference based on work experience duration.

**H<sub>1k</sub>:** The conflict tendency indicates a significant difference based on the sector worked in.

### 3.5. Research Data Analysis

SPSS 20.0 (Statistical Package for Social Sciences) software was used to evaluate the findings obtained through the research. A reliability analysis has been conducted to determine the internal consistency of the research scales. Correlation analysis was used to determine the direction and intensity of the relationship between dependent and independent variables, simple linear regression analysis was used to examine the relationship between variables, Kruskal-Wallis H Test and Mann-Whitney U test was used to determine the differences.

### 3.6. Findings Obtained Through the Research

Table 1 contains the frequency values for the answers of the employees to the demographic questions in the research sample. According to these findings, it is observed that 56.7% of the employees participating in the survey are male and 43.3% are female. When the age distribution is examined, it was determined that 67.4% of the sample was in the age range of 21-40 years and income level examination revealed that 68.3% of the sample was between TRY 1000 and TRY 3000 and 2.8% had an income less than TRY 1000. In terms of education levels, it is observed that the majority of them are graduated from high school and associate degree and 10.3% are graduated from primary education. Looking at the duration of work experience, the most dominant group was found to be the employees with 4 years or more of work experience. However, when evaluated in general, it is observed that work experience is distributed in an area that can be regarded as equivalent in every range. Upon examining the sector worked in, 54.5% of the sample were found to work in the public sector.

**Table 1. Basic Information on Data Providers (N=187)**

	<i>Frequency</i>	<i>Percentage</i>
<b>Gender</b>		
<i>Male</i>	106	56.7%
<i>Female</i>	81	43.3%
<b>Age</b>		
<i>Younger than 21</i>	6	3.2%
<i>21-30</i>	60	32.1%
<i>31-40</i>	66	35.3%
<i>41-50</i>	32	17.1%
<i>51-60</i>	20	10.7%
<i>Older than 60</i>	3	1.6%

<b>Monthly Income Level</b>		
<i>Less than TRY 1000</i>	12	6,4%
<i>Between TRY 1000-2000</i>	54	28,9%9
<i>Between TRY 2000-3000</i>	41	21,9%
<i>Between TRY 3000-4000</i>	35	18,7%
<i>Between TRY 4000-5000</i>	29	15,5%
<i>TRY 5000 or more</i>	16	8,6%

<b>Education Status</b>		
<i>Primary School</i>	17	9,1%
<i>High School</i>	61	32.6%
<i>Associate</i>	37	19,8%
<i>Undergraduate</i>	63	33.7%
<i>Post-graduate</i>	9	4,8%

<b>Work Experience</b>		
<i>Less than 1 year</i>	11	5,9%
<i>Between 1-2 years</i>	9	4,8%
<i>Between 2-3 years</i>	10	5,3%
<i>Between 3-4 years</i>	12	6,4%
<i>4 years or more</i>	145	%77,5

<b>Sector</b>		
<i>Public</i>	102	%77,5
<i>Private</i>	85	45,5%

**Table 2. Reliability Analysis**

<b>Cronbach's Alpha</b>	<b>N of Items</b>
0.834	61

Table 2 contains the alpha coefficient (Cronbach's Alpha) used to test the reliability of the scales used in the research. As a result of the reliability analysis performed, Cronbach's Alpha coefficient was determined as 0.834 and internal consistency was achieved.

**Table 3. Correlation Analysis**

		<i>Narcissism Perception</i>
<i>Conflict Tendency</i>	Pearson Correlation	<b>0.622</b>
	Sig. (2-tailed)	0.000

Table 3 provides the results of the correlation analysis between the dependent variable and independent variables of the research. According to this table; a significant and positive relationship was determined between the conflict tendency and the narcissism perception ( $r = 0.622$ ) at high level.

**Table 4. Narcissism & Conflict Tendency - ANOVA**

		Sum of Squares	Mean Square	F	Sig.
<i>Conflict Tendency</i>	Regression	25304.505	25304.505	116.608	0.000
	Residual	40.145.880	217.005		
	Total	65450.385			

Table 4 exhibits the simple linear regression analysis oriented to the relationship between the narcissism perception and conflict tendency. According to the examined result of the regression analysis performed, it has been found that the regression model to be established indicates statistical significance, since the statistical significance value of the F value is lower than 0.05.

**Table 5. Narcissism & Conflict Tendency - Model Summary**

		$\beta$	t	Sig.	r <sup>2</sup>	Adjusted r <sup>2</sup>
<i>Conflict Tendency</i>	<i>Constant</i>	116.690	20.742	0.000	0.387	0.383
	<i>Narcissism Perception</i>	2.417	10.799	0.000		

Table 5 exhibits the model summary created. As a result of the analyzes, it was determined that 38.3% of the change in conflict tendency was explained by the change the perception of narcissism. According to these results, the value that the conflict tendency can get can be formulated as follows;

$$\text{“Conflict Tendency} = 116.690 + (2.417 \times \text{Narcissism Perception)”}$$

According to the generated regression model, it was determined that a 1-unit increase in narcissism perception was found to result in an increase of 2.417 units on conflict tendency.

**Table 6. Conflict Tendency and Age / Kruskal-Wallis H Test**

	Age	N	Mean Rank	Chi-Square	df	Asymp. Sig.
<b>Conflict Tendency</b>	<i>Less than 21</i>	6	107.83	2.240	5	0.815
	<i>21-30</i>	60	98.08			
	<i>31-40</i>	66	94.42			
	<i>41-50</i>	32	82.53			
	<i>51-60</i>	20	95.58			
	<i>Older than 60</i>	3	87.17			

Table 6 examines the relationship between conflict tendency and age of employees. The results in the table indicate that the values in Asymp Sig. (Significance) line are higher than 0.05. Accordingly, it was determined that the conflict tendency did not indicate a significant difference based on the age of the employees.

**Table 7. Conflict Tendency and Gender / Mann-Whitney U Test**

	Gender	N	Mean	Sum of Ranks	Mann-Whitney U	Wilcoxon W	Z	Asymp. Sig. (2-tailed)
<b>Conflict Tendency</b>	<i>Male</i>	106	90.60	9604.00	3933.000	9604.000	-0.982	0.326
	<i>Female</i>	81	98.44	7974.00				

Table 7 examines the relationship between the gender of employees and the conflict tendency. Upon examining the value on the Asymp. Sig. (Significance) line, it is observed that it is higher than 0.05. Accordingly, it was determined that the conflict tendency did not indicate a significant difference based on the gender of the employees.

**Table 8. Conflict Tendency and Education Status / Kruskal-Wallis H Test**

	Education Status	N	Mean Rank	Chi-Square	df	Asymp. Sig.
<b>Conflict Tendency</b>	<i>Primary School</i>	17	123.38			
	<i>High School</i>	61	100.68			
	<i>Associate</i>	37	91.11	9.698	4	0.046
	<i>Undergraduate</i>	63	84.78			
	<i>Post-graduate</i>	9	69.67			

Table 8 examines the relationship between the education status of employees and the conflict tendency. The results in the table indicate that the values in Asymp Sig. (Significance) value is lower than 0.05. Accordingly, it was determined that conflict tendency exhibited a significant difference based on educational status, conflict tendency in primary school graduates was at the highest level and as the level of education increased, conflict tendency decreased.

**Table 9. Conflict Tendency and Monthly Income / Kruskal-Wallis H Test**

	Monthly Income Level	N	Mean Rank	Chi-Square	df	Asymp. Sig.
<b>Conflict Tendency</b>	<i>Less than TRY 1000</i>	12	134.17			
	<i>Between TRY 1001 - 2000</i>	54	90.61			
	<i>Between TRY 2001 - 3000</i>	41	87.73	7.621	5	0.178
	<i>Between TRY 3001 - 4000</i>	35	94.83			
	<i>Between TRY 4001 - 5000</i>	29	89.74			
	<i>TRY 5001 or more</i>	16	97.28			

Table 9 examines the relationship between the monthly income level of employees and the conflict tendency. The results in the table indicate that the values in Asymp Sig. (Significance) value is higher than 0.05 and therefore the conflict tendency does not show a significant difference on income level.

**Table 10. Conflict Tendency and Job Experience / Kruskal-Wallis H Test**

	Work Experience	N	Mean Rank	Chi-Square	df	Asymp. Sig.
<b>Conflict Tendency</b>	<i>Less than 1 year</i>	11	88.09			
	<i>Between 1-2 years</i>	9	102.39			
	<i>Between 2-3 years</i>	10	90.15	1.528	4	0.822
	<i>Between 3-4 years</i>	12	110.13			
	<i>4 years and above</i>	145	92.86			

Table 10 examines the relationship between the work experience duration of employees and the conflict tendency. Upon examining the values in the table, it is observed that Asymp Sig. (Significance) value is higher than 0.05. Accordingly, it was determined that the conflict tendency did not indicate a significant difference based on the work experience duration.

**Table 11. Conflict Tendency and Sector / Mann-Whitney U Test**

	Sector	N	Mean	Sum of Ranks	Mann-Whitney U	Wilcoxon W	Z	Asymp. Sig. (2-tailed)
<b>Conflict Tendency</b>	<i>Public</i>	102	102.94	1.049.950				
	<i>Private</i>	85	83.28	7078.50	3423.500	7078.500	-2.474	0.013

Table 11 examines the relationship between the conflict tendency and the sector in which workers work. Upon examining the value on the Asymp. Sig. (Significance) line, it is observed that it is lower than 0.05. Accordingly, it was determined that the conflict tendency was significantly different according to the working sector, and the conflict tendency in the public sector was found to be higher in the organization.

#### 4. CONCLUSION

The study has examined whether there is a statistical connection between narcissism and conflict tendency, which is fundamentally important for organizations. For this, 8 hypotheses have been proposed and data has been obtained from 187 employees to test these hypotheses with a survey method. The data obtained was processed with the SPSS 20.0 software and as a result of the analyzes, a significant and positive relationship was found between the level of narcissism perceived in the organizational atmosphere and the conflict tendency of the employees; that 38.3% of the change in conflict tendency was explained by the change the perception of narcissism and that a 1-unit increase

on the narcissism perception caused an increase of 2.417 units on the conflict tendency. As a result of the difference analyses, it was determined that conflict tendency exhibited a significant difference based on educational status, conflict tendency in primary school graduates was at the highest level and as the level of education increased, conflict tendency decreased. In addition, it was determined that the conflict tendency was significantly different according to the working sector, and the conflict tendency in the public sector was found to be higher in the organization.

As a result of the analyses conducted, 4 hypotheses put forward within the scope of the research have been accepted and 4 hypotheses have been rejected. Accordingly, it has been determined that narcissism perception has a very important effect on the conflict tendency of the employees. Therefore, it is necessary to control the narcissism perception in the organizational atmosphere. However, narcissism cannot be enhanced or reduced by external intervention. What the organization managers can do in that regard is very limited. Excluding these individuals from the organization is not a solution and the continuity of their existence is also dangerous in terms of the optimality of the organizational atmosphere. Kemelgor et al. (2007) argued that it is more important to ensure that the narcissists see themselves as high-performing rather than restricting them, thereby reducing narcissistic harmful behavior of the narcissists. Narcissists should be prevented from harming the organization because negative emotions towards narcissistic persons in non-narcissistic workers constitute the initial phase of the conflict. The methods proposed in the literature for resolving conflicts, which are avoiding, resolving, softening, using power, destroying the source of conflict, determining comprehensive objectives, and changing parties, are not effective in managing or directing narcissism-based conflict process (Oflluğlu and Uysal, 2018). These methods are applicable in cases where the influence of the organizers is possible. As narcissism is a personality trait, there is no influence of interventions outside the self. However, there are strategies that organizations can implement in this regard. Campbell and Foster (2007) stated that narcissists cannot succeed unless they have high extroversion and confidence. Thus, personality analysis in the selection of human resources and the narcissistic candidates who threaten the integrity of the organization should be chosen carefully or not preferred according to the nature of the job. The important point here is the quality of the work. It is not a correct strategy to isolate narcissists from all other employees by alienating them. Although individuals with narcissistic personality cause reactions, the personality trait can be used for some important tasks. Narcissists may not be included in this group if it is necessary to conduct group work in accordance with the nature of the work, or it may be ensured that saturation reach is achieved and performance is exhibited by putting them to the position of group leader. Tazegül (2013) also suggested that individuals with developed narcissistic traits should be given individual roles instead of team work. Attention should also be paid to the reflection of narcissism, which is thought to have emerged as a congenital personality structure, in other employees. In this regard, Grijalva et al. (2015) stated that the high level of narcissism would prevent the leader's effectiveness in organizations. Timuroğlu and İşcan (2008) noted that narcissists

exhibit job dissatisfaction in the workplace, which stems from the fact that it is impossible for the organization to present to them what they think they deserve. Therefore, it is necessary to prevent the negative effect of the organizational behavior displayed by narcissists on other employees. Otherwise, it is likely that a leader or reference person will be taken as an example within the organization. If these people are narcissists, narcissism tendency will develop even if the employees are not narcissists. Non-personality-based narcissistic behaviors and personality-based narcissist approaches should be separated within the organization and the appropriate one of the stated strategies should be preferred. It should not be forgotten that in case of being indifferent towards narcissism in organizations, unrepairable departures and contradictions among employees will occur and this will lead to uncontrollable conflicts.

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