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## A SCALE DEVELOPMENT STUDY ON HUBRISTIC LEADERSHIP: A MULTI-FACETED PERSPECTIVE

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### Abstract

It is an undeniable fact that hubristic leaders' or executives' over-confidence and over-ambition together with a high level of self-conceit and God-like attitudes over others (i.e., personnel, shareholders, etc.) present a danger for organizations' ultimate performance and future success since they take systematically strategic decisions and make crucial choices incessantly. By taking all the above into account, the main goals of this study are (1) to contribute to the enhancement of literature regarding the concept of "hubristic leadership" and (2) to develop a multidimensional scale to measure "it, which has been discussed only qualitatively so far but it has not been analyzed quantitatively yet. First, a literature review on the subject was carried out, and then a 32-item scale was formed by conducting focus group discussions, which is considered a qualitative research technique. Afterward, quantitative analyzes were made regarding the scale. First, the scale was applied to a sample of 374 people at the purification stage. As a result of the analyzes made here, two items of the scale were eliminated. Secondly, the scale was applied to a different sample of 242 people during the validation stage and the 30-item scale form was preserved. As a result of all these analyzes, it has been revealed that hubristic leadership is multidimensional as (a) individual, (b) situational, and (c) relational.

**Keywords:** *Hubristic Leadership, Managerial Hubris, Overconfidence, Overambition, Scale Development.*

### KİBİRLİ LİDERLİK ÜZERİNE BİR ÖLÇEK GELİŞTİRME ÇALIŞMASI: ÇOK YÖNLÜ BİR BAKIŞ AÇISI

#### Öz

Kibirli liderler ya da yöneticilerin, kendilerine duydukları aşırı güven ve hırsları sonucunda yüksek düzeyde kendini beğenmişlik ve başkalarına (personel, hissedar vb.) karşı gerçekleştirdikleri tanrısal tutumları, sistematik olarak verdikleri stratejik kararlar da göz önüne alındığında buldukları örgütlerin nihai performansı ve gelecekteki başarısı için tehlike teşkil etmektedir. Bu bağlamda çalışmanın temel amaçları (1) "kibirli liderlik" kavramına ilişkin literatürün gelişimine katkıda bulunmak ve (2) geçmişten günümüze gelen bu liderlik tarzını ölçmek için çok boyutlu bir ölçek geliştirmektir. Kibirli liderlik günümüze kadar sadece niteliksel olarak tartışılmış olup nicel olarak analiz edilmemiştir. İlk olarak konuyla ilgili literatür taraması gerçekleştirilmiş ve ardından nitel bir araştırma tekniği olarak kabul edilen odak grup görüşmeleri yapılarak 32 maddelik bir ölçek meydana getirilmiştir. Sonrasında ise ölçekle ilgili olarak nicel analizlere geçilmiştir. İlk olarak ölçek, saflaştırma aşamasında 374 kişilik bir örnekleme uygulanmıştır. Burada yapılan analizler sonucunda ölçeğin iki maddesi elenmiştir. İkinci olarak ölçek, doğrulama aşamasında 242 kişilik farklı bir örnekleme daha uygulanmış ve 30 maddelik ölçek formunu korumuştur. Tüm bu analizler neticesinde kibirli liderliğin (a) bireysel, (b) durumsal ve (c) ilişkisel olmak üzere çok boyutlu olduğu ortaya konmuştur.

**Anahtar Kelimeler:** *Kibirli Liderlik, Yönetmel Kibir, Aşırı Güven, Aşırı Hırs, Ölçek Geliştirme*

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## INTRODUCTION

Organizations' dynamic structures and ever-changing environmental factors make leaders' roles more important than ever. In this sense, leadership has been one of the most prominent subjects for researchers in recent years especially in terms of organizational performance, organizational resilience capacity, and organizational sustainability (Senge, 1990; Antonakis & House, 2004; Nafei, Khanfar & Kaifi, 2012). When examining previous studies on leadership, it is seen that they mostly focused on the personal characteristics of leaders based on the Trait Theory of Leadership (Argyris, 1955) and according to this theory; successful leaders have certain innate abilities, traits, and characteristics that distinguish them from others (Cowley, 1931; Ogbonna & Harris, 2000). While leaders' positive traits (i.e. modesty, faithfulness, decisiveness, self-confidence, self-esteem etc.) may increase overall organizational performance and success (Luthans & Peterson, 2002; Shipman & Mumford, 2011), the negative traits (i.e. contemptuousness, over-confidence, self-righteousness, over ambitiousness, etc.) may also bring about organizational failure, negative work atmosphere, unsuccessful corporate governance, or even dissolution of the company (Furnham, 2008). This theory, which was broadly accepted until the 20th century, began to lose its importance when researchers from other disciplines like sociology, psychology, and anthropology proposed that only personal traits of leaders were not sufficient for their effective and successful performances, and there was no uniform leadership that fit every institution, situation, or time (Stogdill, 1948; Mann, 1959).

After those developments and findings based on the scientific researches, the emphasis has swung from the traits of leaders to leaders' behaviours and styles along with other situational factors (Tannenbaum and Schmidt 1973; Bass, 1990). It is of course unquestionable that the existence of Contingency Theory has been significantly effective in that change of mind. Until this time, many different studies have been carried out on leadership styles such as democratic, authoritarian, charismatic, participatory, adaptive, transformational, and servant and also the characteristics of these leaders have been deeply investigated (Yukl, 1998). Accordingly, Fiedler (1967) identified three different critical dimensions of leadership, namely power, task structure and human relations and defined a successful leader as a person who understands the situation and situational factors and exhibits the best behaviour towards these factors. Oke, Munshi & Walumbwa (2009) suggested that leadership includes interpersonal relationships between the leader and his/her subordinates. The critical issue in this relationship is the behaviour of the leader toward those under his command. When considering this issue, behaviours displayed by leaders or executives draw attention and gain even more importance, especially in employees' eyes.

In addition to these theories, researchers have also begun to develop new leadership approaches based on the Complexity Theory in organizational science (Boal & Schultz, 2007). Leadership approaches, developed in conjunction with complexity theory, have also been handled within the framework of the characteristics of complex systems, especially adaptive styles that include interaction and dynamism factors (Lichtenstein, Uhl-Bien, Marion, Seers, Orton & Schreiber, 2006). Depending upon the rapid changes and developments in such complex working environments, the perspectives and goals of managers or leaders have also changed dramatically and they have started to overestimate their talents, performances, and success by underestimating others (Picone, Dagnino & Mina, 2014). Thus, this situation made the concept of "managerial hubris" or "hubristic leadership" a current issue. When reviewing the related literature, it is seen that even though it is an emerging research area, there has been a substantial increase in the number of hubris related studies mainly in psychology or political science but rarely in management and leadership research. Besides, almost all of them have qualitative features rather than quantitative ones.

Within this context, this study attempts to (1) expand the scope of this field and contribute to the enhancement of literature regarding the concept of "hubristic leadership" and (2) to develop a multidimensional scale to measure it as an original contribution to this research since there is no such scale available in the related domain. Finally, this research will (3) provide practical implications for researchers/owners/students and help the number of empirical studies increase.

After having presented the introduction part of the paper, the following sections will comprise (a) the theoretical background and literature review; the research methodology, data collection and scale development procedures; the contributions and the implications of the study; and finally discussion and results with future implications.

## **THEORETICAL BACKGROUND AND LITERATURE REVIEW**

The literature widely discusses hubristic leadership in terms of hubris syndrome and mostly focuses on the basic characteristics of such leaders and the basic emotions they have. Hubris means excessive pride and arrogance and in Greek mythology, it is the expression that describes the process of the hero's greed and arrogance, which begins with self-righteousness and turns into arrogance, causing his destruction (Sadler-Smith, Robinson, Akstinaite & Wray, 2016).

When examining the literature, it is seen that emotions such as ambition, pride, and self-satisfaction are very beneficial for human development within certain scales and it is even a significant requirement. However, when the presence of these features in the individual exceeds the measure, it can lead to behaviours that can harm the individual and his environment through this uncontrolled power. This situation leads to the formation of negative behaviours defined as "hubris syndrome" (Owen & Davidson, 2009). In this process, the concept of uncontrolled power comes into prominence in the creation of this syndrome. As known, power is one of the most important factors of the management process in enterprises and it is defined as the ability to ensure the execution of the business and the capacity of the managers to affect the organizational outcomes (Mintzberg, 1983). In this sense, leaders who have that power have an important role in developing resilience capacity, which is a very critical dynamic ability for organizations to survive and maintain business continuity in the face of unexpected destructive events (Karaköse, İmamoğlu & İnce, 2020). In addition to these, it is expected that leaders or executives who hold power should give importance to the wishes, expectations, and motivations of their peers and subordinates. This is because they are believed to have high self-confidence and the capacity to influence people with strong rhetoric. Nevertheless, when the ratio of emotions like ambition, self-admiration, and pride that arise with this power is excessive, negative effects of power come to the fore rather than positive ones.

Accordingly, this situation brings these questions to mind: (1) are the desires and motivations of other employees for their works and productions sustainable when a hubristic leader is in the organization? To what extent does this situation harm the organization? How does it affect the competitiveness of the organization? Finally, to what extent does it endanger the existence of the organization? Answering these questions is important for organizations with such a leader or an executive having hubristic characteristics. Nevertheless, is it enough to know only the individual characteristics of such leaders? On the other hand, are there any other characteristics of hubristic leadership affecting organizations' future success or performance? In this regard, the following section will discuss hubristic leadership extensively and explain its sub-dimensions, which are "individual, situational, and relational".

### **Hubristic Leadership (HL)**

The concept of hubris has been studied in many fields, notably in the field of psychology and primarily on politicians (Hayward & Hambrick, 1997; Anderson, Ames, & Gosling, 2008; Tracy & Prehn, 2012). In the business world, the "hubris hypothesis" was first discussed in 1986 in a study on corporate mergers and acquisitions and managerial takeover behaviours (Roll, 1986). The study is one of the most frequently referenced studies in the field of management in terms of showing the extent to which hubris, when not managed correctly, will have negative effects on the institution.

The hubris syndrome, which is one of the most popularly used concepts, was first introduced by Owen (2006; 2008). He identified it as a position of disorder as much as a person due to over-confidence and over-ambition including condescending attitudes and harsh criticism over others. He also implied hubris as occupational trouble or danger for leaders in any field. Though the concept of overconfidence is frequently used to describe hubris, there is a significant difference in practice. While overconfident leaders or managers tend to overestimate their own ability, hubristic ones have "overconfidence about ability" (Zeitoun, Nordberg & Homberg, 2019, p.14).

Leaders having hubristic attributes are said to have many antisocial behaviours such as animosity, malfeasance and dissatisfaction including aggression. Additionally, gaining status through domination is easy for hubristic leaders because others obey them unconditionally by threat, mobbing, and oppression (Baumeister, Bushman & Campbell, 2000; Hayward, Shepherd & Griffin, 2006; Wubben, de Cremer & van Dijk, 2012). Based on these

descriptions, the sense of hubris characterized by superiority and egoism generally reflects a leader's relatively distorted and exaggerated self (Tracy, Cheng, Robins & Trzesniewski, 2009).

Nonetheless, the contribution of Sadler-Smith et al. (2018) is non-negligible for the understanding of hubristic leaders both from a behavioural and psychological perspective. Based on behavioural perspective, they focus on leaders' overconfidence and overestimation with narcissism and four components of core self-evaluation (CSE) identified by Hiller and Hambrick (2005). According to them, the CSE is composed of "self-esteem, self-efficacy, the internal focus of control, and emotional stability" that cause leaders to significantly exaggerate their talents and to see themselves as preeminent to others. Narcissism also is a frequently used concept in hubris related studies and they are usually confused with each other (Maccoby, 2004). Indeed, they are more distinctive when deeply examined. While narcissist people give particular importance to themselves and their inner world since they think that they are unique, hubristic people prioritize power and success acquired from the external environment. Sadler-Smith et al. (2016) already emphasize this fact while reviewing hubris from the psychological perspective. They suggest that hubris is "an acquired disorder with a distinctive set of symptoms, the onset of which is associated with the acquisition of significant power" (p.1). Power is a prerequisite factor in the hubris syndrome, and when power ceases the syndrome will normally fade in (Owen, 2008) In sum, "hubris is associated with an absence of humility and a sense of being 'intoxicated by power'" (Claxton et al., 2015, p.58).

### **Sub-dimensions of HL**

Based on the symptoms related to hubris syndrome proposed by Owen (2008), it is concluded that hubristic leadership has three sub-dimensions namely "individual", "situational" and "relational" (Sadler-Smith et al., 2018).

**The Individual Dimension of HL** refers to hyperbolic personal beliefs and ability expectations during work processes (Owen and Davidson, 2009). In this individual level, hubristic pride that reflects a relatively distorted and aggrandized self manifests itself (Tracy et al., 2009, p.203). The four components of the core self-evaluation also seem to have a revealing role in describing the individual dimension of HL as the CSE typifies the personality traits of individuals. Subconscious here plays an essential role, and individuals' overall evaluations of themselves, their own talents and self-control stand out. When the four components of the CSE are all hyperbolically, the impact level of hubris increases accordingly and such people are identified as hyper-CSE leaders or hubristic leaders (Hiller and Hambrick, 2005). They generally believe that they can understand and share the feelings of others and they can take effective decisions quite easily in any situation. However, researches show that hubristic leaders have a lack of empathy and inability to effective decision-making. Additionally, they cannot control themselves during disagreements and they cannot modulate their aggression (Russell, 2011).

**The Situational Dimension of HL** relates to the organization's success or performance provided by the leader and the praise for him/her from the shareholders (Sadler-Smith et al., 2018). These leaders take incessant strategic decisions or determine alternatives with extreme self-confidence and excessive ambition (Claxton, Owen and Sadler-Smith, 2015). At first sight, those traits seem to have positive effects on work performance since those people generally feel relaxed or have little concern about negative results, and they feel certain that they can overcome all kinds of problems by turning them into opportunities. However, in practice, hubristic leaders who "misperceive, misinterpret and misjudge the realities of the situation make serious and fatal errors of judgment" (Claxton et al., 2015). As they also overestimate their abilities, it causes them to overemphasize their own capacities about organizational performance or success and thus they cannot succeed to detect potential problems promptly and they cannot remark possible threats to strategic initiatives. (Roll, 1986; Camerer and Lovallo, 1999; Picone, Dagnino & Mina, 2014).

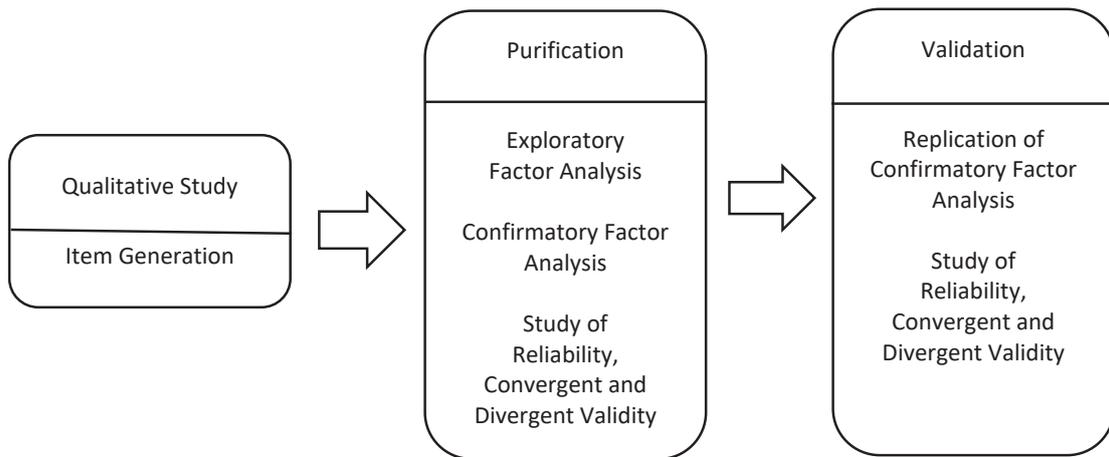
**The Relational Dimension of HL** considers the interpersonal communication of leaders with their peers and subordinates (Sadler-Smith et al., 2018). In this sense, the leader's attitudes towards others in collaboration are one of the vital determinants in this HL dimension. If it is necessary, to tell the truth, it is not possible to mention collaboration or cooperation in real terms because they tend to ignore and belittle other people's advice or criticism. They are also unlikely to include others in the problem-solving process as they think that they can resolve problems better and quicker than other ones (Haynes, Hitt & Campbell, 2015). They only exaggerate their feelings and thoughts and humiliate others by only exalting themselves. Such leaders' overconfidence and

full of self-regard make them tend to consider themselves more important than others and do grandiose actions that can cause catastrophic results (Hiller & Hambrick 2005). Not only do these undesirable consequences affect leaders themselves individually (i.e. losing their jobs or favour) but also cause their organizations to collapse or lose market share (Roll, 1986; Li & Tang, 2010).

## RESEARCH METHODOLOGY

### Scale Development

It is necessary to follow certain procedures while developing the scale (Churchill, 1979; Rossiter, 2002). First, a qualitative study is carried out, followed by purification and data validation analyzes. Figure 1 shows the research scheme adopted for scale development.



**Fig. 1. Scale development steps (Fernandes et al., 2021).**

### Qualitative Study

Qualitative research includes existing literature and focuses group discussions (FGD) to create items that may be relevant to scale development to understand the behaviour of hubristic-style leaders in manufacturing firms and their impact on their organizations. Focus groups play a critical pre-design role and are effectively used to improve the early stages of the item building phase. When the purpose of the research is scale development, focus group discussions serve as a highly important process that supports data collection to establish the next steps of the scale development procedure (Nassar-McMillan et al., 2010; Fernandes et al., 2021).

The items identified through extant literature are reflected in the statements below: Hubris is 'a pretension to an arrogant form of godliness' that is often accompanied by a nemesis complex or 'a vengeful desire to confront, defeat, humiliate and punish an adversary'. This situation emerges as "arrogance and exaggerated self-confidence caused by excessive pride" (Eckhaus & Sheaffer, 2018). Hubristic people often lack humility and communication with reality. They tend to overestimate their competence or abilities. (Craig & Amernic, 2018). Li and Tang (2010) define the essence of CEO hubris as 'exaggerating the veracity of one's own judgment'. So hubristic CEOs exaggerate their ability to take excessive risk (Hollow, 2014), report biased (Li & Tang, 2010; Zeidan & Müllner, 2015), and be successful (Hayward & Hambrick, 1997). While Button (2012) observes that hubris (or excessive pride) is 'fully self-referential', arrogant people 'take others seriously enough to abuse, dishonour or insult them for their own purposes, and luxury the expense and display of unrestrained contempt'. It comes across as hubris, exaggerated self-belief, disdain for peer advice and criticism, and disproportionate self-confidence (Brennan & Conroy, 2013). Hubris is concerned with a lack of humility (Chang & Diddams, 2009) and creates a feeling of 'being intoxicated by power. Depending on this power, the person wants to have full control over the organization and business processes and believes that they will overcome all kinds of problems related to the institution (Owen, 2006). Depending on these situations, these individuals believe that their performance is superior to others and they can make judgments and decisions that are overly confident and

overly ambitious. As a result, the person turns into someone who resists criticism, avoids accountability, and waits for an explanation from everyone (Sadler-Smith et al., 2017). Hubristic leaders, who are not satisfied with what they have and always want more, do not make alternative strategic choices and plans other than their current strategies and do not listen to the recommendations and criticisms that come with these suggestions (Li & Tang, 2010; Owen & Davidson, 2009; Sadler-Smith et al., 2017). The most important reason for this is the situations arising from previous successes. This artificial growth that prevails in different sectors with sudden mergers and acquisitions realized by taking indifferent risks causes them to see themselves as a divine power. Thus, these narcissistic personalities who love to be praised by the media and people continue to be nurtured (Claxton et al., 2015). In addition, adverse situations such as corporate illegality, abuse of humans, social and financial capital, corporate social irresponsibility, and financial wrong reporting are seen in their institutions (Sundermeier et al., 2020). As a result, their establishment of aims that are incompatible with the goals of their institutions, their commitment to vanity and grandeur (Owen & Davidson, 2009), seeing themselves as experts in every field and deifying themselves, and attributing failures to other factors bring their own or their organization's end (Claxton et al., 2015).

Based on the above information, the items related to hubristic leadership are presented as follows:

My executive:

1. Overestimates her/his abilities.
2. Overestimates her/his success.
3. Is over-confident.
4. Makes over-ambitious decisions.
5. Wants to be in full control over business processes.
6. Attributes any failures to external factors rather than herself/himself (bad luck, other employees, etc.).
7. Always wants more.
8. Does not hesitate to take high risks.
9. Sees herself/himself as an expert in every field.
10. Tries to retain all control of the institution.
11. Tries to direct the institution to business lines outside of its field of activity.
12. Likes vanity and splendour in the institution (Clothing, office environment, etc.).
13. Puts her/his own interests at the forefront while making strategic decisions.
14. Creates an environment in which all achievements are attributed to her/him.
15. Uses internal communication channels for her/his own interests.
16. Sets goals that are incompatible with the goals of the institution.
17. Believes that she/he will easily overcome all kinds of internal problems.
18. In some periods, shows the profit and income of the institution more than it is.
19. Affects organizational culture negatively.
20. Tries to apply mobbing to its competitors in the institution in order not to lose her/his status and power.
21. Does not make alternative strategic choices and plans other than those that have made her/him successful in the past.

22. Resists criticism.
23. Only sees herself/himself as right in everything.
24. Does not listen to the advice of others.
25. Expects explanations from everyone, but does not explain to anyone.
26. Does not hesitate to punish her/his subordinates.
27. Does not hesitate to humiliate her/his subordinates.
28. Approaches different ideas and thoughts in a prejudiced way.
29. Blames employees in the event of failure.
30. Likes to be praised all the time.
31. Sees herself/himself as a divine power in front of employees.
32. Believes that she/he has the highest performance compared to other employees.

### **Face Validity**

Face validity assessment of the first set of an item pool was done by an expert panel, where experts from academia and industry helped validate items for further analysis. Face validity is a widely accepted methodology for item creation and item editing, in which experts in the relevant field of experience judge the relevance of each item before going through the content validity stage (Churchill, 1979; Fernandes, 2021). Focused group discussions were conducted to check content validity and gain further insight.

### **Focus Group Discussions (FGDs)**

Three FGDs, totalling 30 people provided insights to understand sources of information about the behaviour of hubristic leadership. They were selected by appropriate random sampling by visiting companies in the manufacturing sector and permission was obtained from the authorities of these places (Fernandes, 2021). Discussions took place at three different times to understand the nuances of the behaviour of hubristic leadership. Ten people attended a specific FGD session. Each group surveyed had a good mix of men and women between the ages of 20 and 50 from blue-collar and white-collar occupations and academics. Group members pondered a series of questions about the behaviour of hubristic leaders and their situations affecting the work environment. In addition, the effects of this type of leadership on the business and themselves were discussed. This exploratory phase produced items that were general and in line with current literature. As a result, thanks to these interviews, the scale took on a structure consisting of three different dimensions "individual, situational, and relational", just like in the literature (Sadler-Smith et al., 2018).

### **Purification Study**

Purification study is a common approach in empirical research that examines the size of items and consists of two stages. The analyzes applied here are reliability analysis, explanatory factor analysis, and confirmatory factor analysis (Churchill, 1979). This study evaluates the robustness of the items by removing items from a multi-item scale to improve the measurement properties of the newly developed scale to measure the 'characteristics of the hubristic leadership style' (Sweeney & Soutar, 2001; Wieland et al., 2017). Manufacturing firms' managers and employees were surveyed to understand the underlying factor structure of the hubristic leadership style. To evaluate the factor structure underlying this list, data was collected through a survey of employees in Turkey.

### **Stage 1 - Exploratory Factor Analysis**

For the first stage of the analysis, data were collected from 403 people in Turkey by using convenience sampling, which is a non-probability sampling technique, considering the manufacturing sector employees and managers. The sample size is determined by the nature of data robustness and 403 sample sizes were found suitable for data without cross-loading, with strong factor loads  $\geq 0.50$  (Tabachnick & Fidell, 2013; Fernandes

et al., 2021) and high reliability  $\geq$  of 0.70. Respondents rated the 32 items on a 5-point Likert scale ranging from 5 = Strongly Agree, 4 = Agree, 3 = Neutral, 2 = Disagree, and 1 = Strongly Disagree.

Out of 403 surveys that were received in our study, 29 were dropped due to inconsistency of information. The final analysis was based on the responses of 374 respondents. The majority of the respondents, 62,8 per cent, were male and 37,2 per cent were women and 63.1 per cent of them are university graduates. Table 1 summarizes the demographic data.

**Table 1. Demographic Details**

No	Description		No of Respondents	%
1	Gender	Male	235	62,8
		Female	139	37,2
2	Age (Years)	<25	26	7,0
		25-29	84	22,4
		30-34	79	21,3
		35-39	91	24,2
		40-45	67	17,8
		>45	27	7,3
3	Education (Graduate)	High school	8	2,2
		Vocational school	19	5,1
		University	236	63,1
		Postgraduate&above	111	29,6
4	Title	Manager	83	22,2
		Assintant manager	96	25,7
		Specialist	103	27,5
		Assintant specialist	43	11,5
		Officer	49	13,1
5	Total Career Time (Years)	1-4	74	19,8
		5-10	113	30,2
		11-15	74	19,8
		16-20	84	22,5
		>21	29	7,7
6	Career Time in the Same Workplace (Years)	1-4	104	27,8
		5-10	146	39,0
		11-15	74	19,8
		16-20	37	9,9
		>21	13	3,5

The data obtained from the participants for 32 items were tested for reliability and subjected to exploratory factor analysis (EFA) with major axis factorization and varimax rotation and the eigenvalue was adopted to determine the number of factors (Hair et al., 1998). The items “Tries to direct the institution to business lines outside its field of activity” and “It shows the profit and income of the institution more than in some periods” are excluded from the analysis because their factor load is less than 0.5. The EFA analysis using 30 items resulted in the definition of a three-factor solution. According to the results of principal component analysis, the items were examined and named as individual dimension, situational dimension and relational dimension.

**Table 2. Exploratory Factor Analysis (EFA)**

No.	Attributes	Mean Score	Standard Deviation (SD)	Factor Loadings	Reliability (Cronbach alpha)
	<b>Factor 1: Individual Dimension</b>				<b>0,905</b>
	<b>My executive:</b>				
1.	Overestimates her/his abilities.	2,3209	1,3175	0,769	
2.	Overestimates her/his success.	2,2219	1,3043	0,813	
3.	Is over-confident.	2,0882	1,1853	0,885	
4.	Makes over-ambitious decisions.	2,1417	1,1981	0,836	
5.	Wants to be in full control over business processes.	1,5481	0,9914	0,694	
6.	Attributes any failures to external factors rather than herself/himself (bad luck, other employees, etc.). Always wants more.	2,0053	1,1531	0,813	
7.	Does not hesitate to take high risks.	2,3021	1,3411	0,701	
8.	Sees herself/himself as an expert in every field.	2,0053	1,1807	0,686	
9.		2,1631	1,1403	0,712	
	<b>Factor 2: Situational Dimension</b>				<b>0,919</b>
	<b>My executive:</b>				
10.	Tries to retain all control of the institution.	1,7246	1,2150	0,663	
11.	Likes vanity and splendour in the institution (Clothing, office environment, etc.).	3,1925	1,4846	0,776	
12.	Puts her/his own interests at the forefront while making strategic decisions.	1,7219	1,2545	0,840	
13.	Creates an environment in which all achievements are attributed to her/him.	1,8235	1,2234	0,740	
14.	Uses internal communication channels for her/his own interests.	2,1070	1,4063	0,749	
15.	Sets goals that are incompatible with the goals of the institution.	1,9572	1,2223	0,744	
16.	Believes that she/he will easily overcome all kinds of internal problems.	2,4358	1,3815	0,793	
17.	Affects organizational culture negatively.	1,8904	1,2960	0,810	
18.	Tries to apply mobbing to its competitors in the institution in order not to lose her/his status and power.	1,8984	1,2789	0,793	
19.	Does not make alternative strategic choices and plans other than those that have made her/him successful in the past.	1,8262	1,2637	0,774	

	<b>Factor 3: Relational Dimension</b>				<b>0,940</b>
	<b>My executive:</b>				
20.	Resists criticism.	2,1711	1,3999	0,615	
21.	Only sees herself/himself as right in everything.	2,1925	1,2298	0,712	
22.	Does not listen to the advice of others.	2,6925	1,3636	0,723	
23.	Expects explanations from everyone, but does not explain to anyone.	2,1791	1,1658	0,730	
24.	Does not hesitate to punish her/his subordinates.	2,1390	1,1679	0,858	
25.	Does not hesitate to humiliate her/his subordinates.	2,3102	1,2296	0,799	
26.	Approaches different ideas and thoughts in a prejudiced way. Blames employees in the event of failure.	2,5401	1,3311	0,891	
27.	Likes to be praised all the time.	2,6150	1,2981	0,869	
28.	Sees herself/himself as a divine power in front of employees.	3,1070	1,3910	0,904	
29.	Believes that she/he has the highest performance compared to other employees.	2,5882	1,3125	0,805	
30.		2,4652	1,2924	0,709	

### Stage 2 - Confirmatory Factor Analysis (CFA)

AMOS program was used for confirmatory factor analysis (CFA) and it was revealed that all factor loads were 0.50 and above. Factor loadings and information on reliability are shown in Table 2. The reliability of the scale was estimated with Cronbach's alpha coefficients. The coefficients of the scale dimensions are 0.905, 0.919, and 0.940 for the individual dimension, situational dimension, and relational dimension, respectively, meeting the minimum level of 0.70 (Table 2). These figures confirm the reliability of the scale dimensions (Hair et al., 2008). The scale has convergent validity based on significant confirmatory factor loads greater than 0.7 (see Table 3) (Hair et al., 2011). At the same time, the discriminant validity condition of the scale was met (see Table 4). Off-diagonal elements in Table 4 are correlations between structures (Fornell & Larcker, 1981). Accordingly, the square root of the AVE in the construct should be greater than the shared correlation between the construct and other constructs in the model. Our findings support these guidelines for discriminant validity.

**Table 3. Validity Estimates: Convergent Validity (Purification Stage)**

Constructs	Cronbach's alpha (Composite Reliability CR)	Average Variance Extracted (AVE)	Reliability	Convergent Validity
ID	0,905	0,605	Yes	Yes
SD	0,919	0,513	Yes	Yes
RD	0,940	0,611	Yes	Yes

Note: The criteria for convergent validity are: the CR should be more than 0.70, the AVE should be more than 0.50, and the CR should be more than AVE (Hair et al., 2011).

**Table 4. Validity Estimates: Discriminant Validity (Purification Stage)**

Constructs	AVE	ID	SD	RD
ID	0,605	<b>0,716</b>	<b>0,782</b>	<b>0,778</b>
SD	0,513	0,431	0,757	
RD	0,611	0,382		

Note: Diagonal elements (in bold) are the square root of the Average Variance Extracted (AVE).

A measurement model involving the 30 items established during the generation of items stage provides a satisfactory fit with the data. Model fit indices reach the values suggested by previous literature studies (Byrne 2010, 2013) (see Table 5). This led to the finalized and proposed of the Hubristic Leadership Scale (HLS), which is summarized in Table 6.

**Table 5. Model Fit indices (Purification Stage)**

Indices	Recommended Value	Literature	Model Fit Indices
GFI	≥0.90	Byrne (2010, 2013)	0,903
CFI	≥0.93	Hair et al. (2012a,b); Byrne (2010, 2013).	0,967
CMIN/df	<3	Byrne (2010)	1,752
AGFI	≥0.80	Byrne (2010, 2013)	0,864
RMSEA	≤0.08	Browne and Cudeck (1993); Byrne (2010; 2013)	0,045
NFI	≥0.90	Hair et al. (2012a,b); Hu & Bentler (1999)	0,927
NNFI (TLI)	≥0.90	Hu & Bentler (1999)	0,956
SRMR	<0.08	Hu & Bentler (1999)	0,075

Note: GFI, CFI, CMIN/df, AGFI, RMSEA, NFI, NNFI, SRMR are as per recommended value.

**Table 6. Proposed Hubristic Leadership Scale (HLS)**

No.	Attributes	Sources
	<b>Factor 1: Individual Dimension</b>	
	<b>My executive:</b>	
1.	Overestimates her/his abilities.	(Hayward and Hambrick 1997); (Sadler-Smith et al., 2017); (Craig and Amernic, 2018)
2.	Overestimates her/his success.	(Brennan and Conroy 2013 ); (Craig and Amernic, 2018)
3.	Is over-confident.	(Craig and Amernic, 2018); (Eckhaus and Sheaffer, 2018); (Brennan and Conroy 2013 ); (Sundermeier et al., 2020)
4.	Makes over-ambitious decisions.	(Sadler-Smith et al., 2017)
5.	Wants to be in full control over business processes.	(Owen, 2006)
6.	Attributes any failures to external factors rather than herself/himself (bad luck, other employees, etc.).	(Claxton et al., 2015)
7.	Always wants more.	(Li & Tang, 2010; Owen & Davidson, 2009; Sadler-Smith et al., 2017)
8.	Does not hesitate to take high risks.	(Hollow, 2014); (Eckhaus & Sheaffer, 2018);
9.	Sees herself/himself as an expert in every field.	(Sundermeier et al., 2020)
		(Claxton et al., 2015)

	<p><b>Factor 2: Situational Dimension</b></p> <p><b>My executive:</b></p> <p>10. Tries to retain all control of the institution.</p> <p>11. Likes vanity and splendour in the institution (Clothing, office environment, etc.).</p> <p>12. Puts her/his own interests at forefront while making strategic decisions.</p> <p>13. Creates an environment in which all achievements are attributed to her/him.</p> <p>14. Uses internal communication channels for her/his own interests.</p> <p>15. Sets goals that are incompatible with the goals of the institution.</p> <p>16. Believes that she/he will easily overcome all kinds of internal problems.</p> <p>17. Affects organizational culture negatively.</p> <p>18. Tries to apply mobbing to its competitors in the institution in order not to lose her/his status and power.</p> <p>19. Does not make alternative strategic choices and plans other than those that have made her/him successful in the past.</p>	<p>(Owen, 2006)</p> <p>(Owen and Davidson, 2009); (Claxton et al., 2015)</p> <p>(Button, 2012)</p> <p>(Button, 2012)</p> <p>(Craig and Amernic, 2018)</p> <p>(Claxton et al., 2015)</p> <p>(Owen, 2006)</p> <p>(Craig and Amernic, 2018)</p> <p>(Craig and Amernic, 2018)</p> <p>(Li &amp; Tang, 2010; Owen &amp; Davidson, 2009; Sadler-Smith et al., 2017)</p>
	<p><b>Factor 3: Relational Dimension</b></p> <p><b>My executive:</b></p> <p>20. Resists criticism.</p> <p>21. Only sees herself/himself as right in everything.</p> <p>22. Does not listen to the advice of others.</p> <p>23. Expects explanations from everyone, but does not explain to anyone.</p> <p>24. Does not hesitate to punish her/his subordinates.</p> <p>25. Does not hesitate to humiliate her/his subordinates.</p> <p>26. Approaches different ideas and thoughts in a prejudiced way.</p> <p>27. Blames employees in the event of failure.</p> <p>28. Likes to be praised all the time.</p> <p>29. Sees herself/himself as a divine power in front of employees.</p> <p>30. Believes that she/he has the highest performance compared to other employees.</p>	<p>(Sadler-Smith et al., 2017)</p> <p>(Li &amp; Tang, 2010)</p> <p>(Brennan &amp; Conroy 2013 ); (Sadler-Smith et al., 2017)</p> <p>(Sadler-Smith et al., 2017)</p> <p>(Button, 2012); (Eckhaus &amp; Sheaffer, 2018)</p> <p>(Button, 2012); (Sadler-Smith et al., 2017)</p> <p>(Li &amp; Tang, 2010); (Zeidan and Müllner 2015)</p> <p>(Sadler-Smith et al., 2017)</p> <p>(Claxton et al., 2015)</p> <p>(Claxton ve diğerleri, 2015); (Craig and Amernic, 2018)</p> <p>(Sadler-Smith et al., 2017)</p>

### Data Validation

Confirmatory factor analysis was validated with another dataset of 242 participants who adopted the same procedure. Of the 271 responses, 242 were retained for analysis, and the remainder were eliminated due to data inconsistency (Significant percentages: Male: % 59.2, Female: % 40.8; University graduate: % 67.3; Same workplace - 5-10 years: % 43.8). The factor loadings for the purification and verification stages are presented in Table 7 comparatively. The reliability of the scale was demonstrated by Cronbach's alpha coefficients. The coefficients for the scale dimensions are 0.862, 0.942, and 0.964 for the Individual dimension, Situational dimension, and Relational dimension, respectively (see Table 8). The discriminant validity condition was also met (see Table 9). The CFA results confirmed that the data fit the three-factor structure well. Model fit indices such as CFI (0.942), GFI (0.926), CMIN (1.961), AGFI (0.826), and RMSEA (0.062), NFI (0.913), NNFI (0.938), SRMR (0.042) are according to the recommended value (see Table 10) and as a result, the model managed to be a good model fit.

**Table 7. Factor Loadings for Purification and Validation Stages**

Constructs	Purification	Validation
ID1←ID	0,769	0,786
ID2←ID	0,813	0,713
ID3←ID	0,885	0,802
ID4←ID	0,836	0,623
ID5←ID	0,694	0,574
ID6←ID	0,813	0,724
ID7←ID	0,701	0,639
ID8←ID	0,686	0,745
ID9←ID	0,712	0,688
SD1←SD	0,663	0,512
SD2←SD	0,776	0,812
SD3←SD	0,840	0,736
SD4←SD	0,740	0,862
SD5←SD	0,749	0,764
SD6←SD	0,744	0,602
SD7←SD	0,793	0,856
SD8←SD	0,810	0,614
SD9←SD	0,793	0,892
SD10←SD	0,774	0,862
RD1←RD	0,615	0,756
RD2←RD	0,712	0,701
RD3←RD	0,723	0,562
RD4←RD	0,730	0,902
RD5←RD	0,858	0,804
RD6←RD	0,799	0,741
RD7←RD	0,891	0,904
RD8←RD	0,869	0,699
RD9←RD	0,904	0,857
RD10←RD	0,805	0,796
RD11←RD	0,709	0,812

**Table 8. Validity Estimates: Convergent Validity (Validation Stage)**

Constructs	Cronbach’s alpha (Composite Reliability CR)	Average Variance Extracted (AVE)	Reliability	Convergent Validity
ID	0,862	0,617	Yes	Yes
SD	0,942	0,546	Yes	Yes
RD	0,964	0,644	Yes	Yes

**Table 9. Validity Estimates: Discriminant Validity (Validation Stage)**

Constructs	AVE	ID	SD	RD
ID	0,617	<b>0,743</b>	<b>0,738</b>	
SD	0,546	0,326	0,716	<b>0,702</b>
RD	0,644	0,424		

**Table 10. Model Fit Indices (Validation Stage)**

Indices	Recommended Value	Model Fit Indices
GFI	≥0.90	0,926
CFI	≥0.93	0,942
CMIN/df	<3	1,961
AGFI	≥0.80	0,826
RMSEA	≤0.08	0,062
		0,913
NFI	≥0.90	
NNFI (TLI)	≥0.90	0,938
SRMR	<0.08	0,042

## **Discussion**

In this research, qualitative (existing literature and focuses group discussions) and quantitative studies (purification and validation) were carried out together to develop a strong-based scale. As the available literature indicates, hubris is “an assertion to an arrogant form of divinity, often accompanied by an enemy complex or a vengeful desire to confront, defeat, humiliate and punish an enemy” (Ronfeldt, 1994, p.5). Hubristic people often lack humility and communication with reality. They tend to exaggerate their competencies or abilities. (Craig & Amernic, 2018). Thus, those hubristic managers take excessive risks (Hollow, 2014) and make biased reporting (Li & Tang, 2010; Zeidan & Müllner, 2015). As a result, they turn into someone who resists criticism, avoid accountability, and expect an explanation from everyone (Sadler-Smith et al., 2017). Hubristic leaders, who are not content with what they have and always want more, do not make alternative strategic choices and plans outside of their current strategies and they do not listen to the suggestions and criticisms that come with these suggestions. (Li & Tang, 2010; Owen & Davidson, 2009; Sadler-Smith et al., 2017). The most important reason for this is the situations arising from previous successes. This artificial growth, which dominates different sectors with sudden mergers and acquisitions by taking careless risks, causes them to see themselves as a divine power. In addition, negative situations such as corporate illegality, human abuse, social and financial capital, corporate social irresponsibility, financial misreporting are also observed in their institutions (Sundermeier et al., 2020).

Depending on these reasons, there is a need to reveal the behaviour of hubristic leaders and the effects of these situations on organizations with both qualitative and quantitative research. Based on the information in the current literature, it is seen that this type of leadership causes high damage to the companies and country economies. Accordingly, the hubristic leadership scale was handled in three dimensions “an individual, situational and relational”. The main purpose of the research is to propose a scale related to this leadership type and to present it with all its dimensions. This research followed a systematic and scientific scale development procedure using 30 items identified through literature and focus group discussions. The study proposes a Hubristic Leadership Scale (HLS) consisting of three factors: Individual Dimension with 9 items, Situational Dimension with 10 items, and Relational Dimension with 11 items.

The Individual Dimension reveals the individual characteristics of such leaders. One of these characteristics are the tendency to exaggerate their abilities and achievements (Hayward & Hambrick 1997; Brennan and Conroy 2013; Sadler-Smith et al., 2017; Craig and Amernic, 2018). In addition, such leaders are overconfident and make overly assertive decisions accordingly (Brennan & Conroy, 2013; Sadler-Smith et al., 2017; Craig & Amernic, 2018; Eckhaus & Sheaffer, 2018; Sundermeier et al., 2020). This overconfidence situation causes decisions to be made alone and this paves the way for businesses to face serious problems. Today, successful businesses act with a common mind while making some decisions. The main reason for this is that the decisions made affect many internal and external factors. Therefore, strategic decisions about businesses should not be under the control of a single person. Hubristic leaders try to have full control of business processes and do not trust anyone but only himself or herself. For this reason, while they embrace success, they attribute failure to other employees and different situations (Owen, 2006; Claxton et al., 2015). They constantly demand more from their employees and this causes them to wear out and lose their motivation (Owen & Davidson, 2009; Li & Tang, 2010; Sadler-Smith et al., 2017). This type of leader, who also has negative characteristics such as taking high risks and seeing themselves as an expert in every field, causes serious problems for their organizations. Unnecessary risks and the desire to take part in unfamiliar sectors drag the organization towards uncontrolled growth and serious financial problems (Hollow, 2014; Claxton et al., 2015; 2017; Eckhaus & Sheaffer, 2018; Sundermeier et al., 2020).

The Situational Dimension refers to the situation that arises due to the interaction of the organization and the leader. In other words, the decisions are taken by the leader in the organization, the policies he put forward, and the results that emerge from them are discussed in this dimension. Adopting a management style with full control over the institution is the primary one. Just like in business processes, there is a tendency to establish full-scale authoritarianism over the entire institution (Owen, 2006). This type of leader, who loves to show off and magnificence within the organization, uses the resources of the organization at a high level in this direction (Owen & Davidson, 2009; Claxton et al., 2015). They always build their positions, earnings, and authorities on solid foundations by keeping their own interests at the forefront in internal decisions. Because of their hubris and selfish character, they think of themselves as superior to their organization. They create an environment where all achievements are attributed to them and they propagate it both inside and outside the organization (Button,

2012). They try to prevent informal organizational structures and gossip by keeping the intra-organizational communication channels under control. In addition, they tend to dominate the organization by using these communication channels for their own interests (Craig & Amernic, 2018). They set goals that are not in line with the goals of the institution, and at this point, their own interests are at the forefront. This situation causes organizations to waste and cause serious financial losses in later stages (Claxton et al., 2015). Hubristic leaders, who believe that they will solve all the problems in the organization, hold their employees accountable for all matters, including unfamiliar issues, and negatively affect their desire to work. In addition, the decisions on the issues that they do not have control over generally reduce the growth and financial performance of the organization (Owen, 2006). All these situations affect the corporate culture negatively and many conflicts and problems occur within the organization. Hubristic leaders try to make them dysfunctional by applying mobbing to the people whom they see as competitors in the organization. Thus, they dictate an autocratic regime where they are the only decision-maker (Craig & Amernic, 2018). Finally, hubristic leaders, who do not adopt alternative strategies other than those that have been successful in the past, present an understanding disconnected from today's current management style and strategies. They do not accept different approaches and strategies because they claim to know the best (Owen & Davidson, 2009; Li & Tang, 2010; Sadler-Smith et al., 2017).

Finally, the Relational Dimension reveals the leader's relationship structures with the employees. Hubristic leaders see themselves as right in everything, resist the criticisms of other organization employees, and do not consider their advice. This situation causes the employees of the organization to not produce criticism and ideas over time, bringing along a unipolar structure (Brennan and Conroy 2013; Li and Tang, 2010; Sadler-Smith et al., 2017). In addition, they do not feel the need to explain to anyone while waiting for an explanation from everyone. Accordingly, concepts such as transparency and accountability within the organization begin to disappear (Sadler-Smith et al., 2017). Such leaders do not hesitate to punish and humiliate their subordinates. As a result, an organizational structure consists of low self-confident employees and they do not express their opinions clearly (Button, 2012; Sadler-Smith et al., 2017; Eckhaus & Sheaffer, 2018). Likewise, they approach different ideas and thoughts within or outside the organization with prejudice and do not turn from their own way (Li & Tang, 2010; Zeidan and Müllner, 2015). Hubristic leaders, who blame their subordinates when an internal or external problem occurs, expect constant praise from the members of the organization in return (Claxton et al., 2015; Sadler-Smith et al., 2017). Finally, this type of leadership believes that the best performance belongs to him and sees himself as a divine power in front of his employees (Claxton et al., 2015; Sadler-Smith et al., 2017; Craig and Amernic, 2018). While these sickly attitudes are preparing the ground for the uncontrollable decline of the organization, they are not yet aware of this situation.

## **Contributions**

The research has made significant contributions to theory and practice.

## **Theoretical Contributions**

The research adds a new dimension to the leadership literature. First, developing and validating a 30-item Hubristic Leadership Scale (HLS) presents the first scale related to this leadership style to the literature. To our knowledge, the available literature has not proposed a multi-dimensional scale for the hubristic leadership style. Therefore, this research presents a comprehensive HLS by introducing three constructs: Individual, situational, and relational.

Secondly, the negative effects of hubristic leadership on organizations have been revealed in substance. While these effects provide predictions about what kind of problems organizations may encounter in the future, they will enable the development of some important strategies regarding the ways out of these negative situations. In this way, it will be possible to expand the hubristic leadership literature, which is considered narrowly today. Reliability tests, exploratory factor analysis, and confirmatory factor analysis showed that the developed scale has a healthy and reliable measurement model (Hair et al., 2012; Byrne, 2013). Validation of the model confirmed the factor structure. Overall, the study provided a comprehensive theoretical understanding of the implications of this type of leadership using the HLS, which provides a foundation for future empirical work.

### **Managerial Implications**

This research clearly reveals the effects of the hubristic leadership approach on organizations. First, it is possible to say that the personal characteristics of such leaders have devastating effects on other employees of the organization and accordingly on the organization. This leadership type, which is based on a single-headed autocratic understanding in the managerial sense, does not care about different opinions and prevents the organization from benefiting from different perspectives. This situation enables organizations, based on the understanding of co-management, to be more advantageous than these organizations. Secondly, today's very important concepts such as accountability and transparency regarding the structure of the organization are the approaches that this type of leadership is hostile to. Because such leaders constantly ask for accounts and do not give account on anything. This paves the way for problems in the financial and growth performance of the organization over time. Third, they cause uncontrolled growth in the organizations they work for. For this reason, the organization encounters serious problems while trying to gain a foothold in unfamiliar sectors. While the organization tries to grow in its own sector, on the other hand, it tries to hold on in different sectors. The result is often frustration, as in the examples in history. Today's ever-changing technological conditions and managerial concepts are important factors that cause such managers to fail. Hubristic leaders, who do not compromise on the strategies they have been successful in the past, are preparing the end of the organizations thanks to their high ego and hubris. As a result, we argue that such leaders cannot be successful in today's conditions. We add that the owners of the organization should stay away from such managers.

### **CONCLUSION**

In today's world, where technology and different management approaches change and develop rapidly, it is paramount to choose the right leader or manager who can keep up with these issues. Today's conditions show that managers who constantly improve themselves and follow the developments in their sector are more successful. In addition, organisations' financial and growth performances with leaders who can work in harmony with their subordinates as a team, in other words, who emphasize the concept of "us" rather than "me", are better than others. Leaders want their organizations to grow and develop in every sense. However, it is vital to prepare the necessary ground for this and to plan and implement the strategies. In a short time, the desire to grow can turn into an uncontrolled situation and lead to the death of the company. In addition, to take part in different sectors, it is essential to be familiar with those sectors and do research. Trying to grow without doing all these works causes great financial difficulties. The development of this hubristic leadership scale will help clearly explain the characteristics of such leaders. In addition, organization owners will be able to have an idea about the effects of managers with these characteristics on their organizations. Managers who have these characteristics can also have awareness by believing that they need to improve themselves. Since such a scale has not been suggested in the literature before, it is necessary to wait for the results of the research to be made. Perhaps such leaders can be successful in different cultures and industries. For this, it would be more correct to wait for the results without being biased. Now we can only make estimates and suggestions. Ultimately, we hope that HLS will make significant contributions to the literature and professionals.

### **Limitation and Future Scope**

This research has some methodological limitations. One of the first and the most important limitation is the use of the questionnaire technique in a cross-sectional manner. Even though the survey study is frequently used and an ever-developing area, it may not provide objective results. Another limitation is the sample of the study and the scale's validation done in a particular country and industry. Therefore, further testing is recommended to generalize the output obtained. For this, it may be useful to research sectors that are located in different countries and have different cultural structures. Future research can investigate the role of hubristic leadership on organizational performance and employees. Related to the subject, the effects of demographic data in organizations can also be included in the research. Additionally, it may be useful to discuss hubristic leadership style in new product development teams. Finally, since the current study aims at scale development, future research can expand the literature on the subject by performing different models.

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### HUBRISTIC LEADERSHIP SCALE (HLS)

<b>Factor 1:</b>
<b>Individual Dimension</b>
<b>My executive:</b>
Overestimates her/his abilities. Overestimates her/his success. Is over-confident. Makes over-ambitious decisions. Wants to be in full control over business processes. Attributes any failures to external factors rather than herself/himself (bad luck, other employees, etc.). Always wants more. Does not hesitate to take high risks. Sees herself/himself as an expert in every field.
<b>Factor 2:</b>
<b>Situational Dimension</b>
<b>My executive:</b>
Tries to retain all control of the institution. Likes vanity and splendour in the institution (Clothing, office environment, etc.). Puts her/his own interests at the forefront while making strategic decisions. Creates an environment in which all achievements are attributed to her/him. Uses internal communication channels for her/his own interests. Sets goals that are incompatible with the goals of the institution. Believes that she/he will easily overcome all kinds of internal problems. Affects organizational culture negatively. Tries to apply mobbing to its competitors in the institution in order not to lose her/his status and power. Does not make alternative strategic choices and plans other than those that have made her/him successful in the past.
<b>Factor 3:</b>
<b>Relational Dimension</b>
<b>My executive:</b>
Resists criticism. Only sees herself/himself as right in everything. Does not listen to the advice of others. Expects explanations from everyone, but does not explain to anyone. Does not hesitate to punish her/his subordinates. Does not hesitate to humiliate her/his subordinates. Approaches different ideas and thoughts in a prejudiced way. Blames employees in the event of failure. Likes to be praised all the time. Sees herself/himself as a divine power in front of employees. Believes that she/he has the highest performance compared to other employees.

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