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Araştırma Makalesi

THE EFFECT OF COLLEAGUE ARROGANCE PERCEPTION ON INTRA-ORGANIZATIONAL FEELINGS AND BEHAVIORS

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Abstract¹

Arrogant behaviors negatively affect relations and communication within the organization. The primary purpose of the research is to determine the effects of colleague arrogance on collaboration, organizational gossip, and emotional exhaustion. Quantitative research method was adopted. Within the scope of the research, a questionnaire form was prepared on an online platform and applied between 16 January-10 February 2023. The questionnaire was sent to the academicians via e-mail, and 391 academicians participated. Looking at the results of the regression analysis, the perception of colleague arrogance has a negative and significant effect on the collaboration of academicians. The perception of colleague arrogance positively and significantly affects the emotional exhaustion of academicians. When we look at another finding, colleague arrogance positively and significantly affects negative work gossip. At the same time, the perception of colleague arrogance does not have a significant effect on positive work gossip. In conclusion, we think this research has brought a different and vital perspective to the perception of colleague

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arrogance. In organizational arrogance research, the importance of investigating the emotions and behaviors that occur in individuals has been put forward first.

Keywords: *Organizational arrogance, Organizational gossip, Collaboration, Emotional exhaustion, Academicians.*

ÖRGÜTSEL KIBİRLİLİK ALGISININ ÖRGÜT İÇİ DUYGU VE DAVRANIŞLARA ETKİSİ

Öz

Kibirli davranışlar, örgüt içerisinde ilişkileri ve iletişimi olumsuz etkilemektedir. Araştırmanın temel amacı meslektaş kibirliliğinin iş birliği, örgütsel dedikodu ve duygusal tükenme üzerindeki etkilerini belirlemektir. Nicel araştırma yöntemi benimsenmiştir. Araştırma kapsamında online platformda anket formu hazırlanmış ve 16 Ocak-10 Şubat 2023 tarihleri arasında uygulanmıştır. Anket akademisyenlere e-posta yolu ile gönderilmiş ve 391 akademisyen katılmıştır. Regresyon analizi sonuçlarına bakıldığında meslektaş kibirlilik algısının akademisyenlerin iş birliği yapmaları üzerinde negatif ve anlamlı bir etkiye sahip olduğu görülmektedir. Meslektaş kibirlilik algısı akademisyenlerin duygusal tükenmelerini pozitif ve anlamlı bir şekilde etkilemektedir. Bir başka bulguya baktığımızda ise meslektaş kibri, olumsuz iş dedikodularını pozitif yönde ve anlamlı bir şekilde etkilemektedir. Aynı zamanda meslektaş kibirlilik algısının olumlu iş dedikodusu üzerinde anlamlı bir etkisi bulunmamaktadır. Sonuç olarak, bu araştırmanın meslektaş kibirlilik algısına farklı ve önemli bir bakış açısı getirdiğini düşünüyoruz. Örgütsel kibirlilik araştırmalarında öncelikle bireylerde oluşan duygu ve davranışların araştırılmasının önemi ortaya konulmuştur.

Anahtar Kelimeler: *Örgütsel kibirlilik, Örgütsel dedikodu, İş birliği, Duygusal tükenme, Akademisyenler.*

INTRODUCTION

It is acknowledged that arrogance has existed in every period of human nature. Besides human nature, arrogance is a phenomenon encountered in almost all organizations. Even though it is known to have devastating consequences, it still exists today (Milyavsky et al., 2017). To such an extent that today each individual is confronted by arrogant actions in the life of work and society. A person who acts with arrogance can cast aspersions on an opinion in the community (Cowan et al., 2019). Individuals exposed to arrogance can be ridiculed for their professional performance in work (Johnson et al., 2010). Organizations may also have individuals demonstrating arrogant behavior at various times. Organizations with arrogant individuals face negative aspects regarding the work environment and organizational behavior (Clear et al., 2015).

It is challenging to communicate with someone arrogant in any environment. Because the arrogant person fails to communicate and constantly creates tensions; moreover, it is hard for other individuals sharing thoughts with arrogant individuals. As it is unclear how an arrogant person will interpret spoken words and how they will answer, it is difficult to communicate with these people. (Leary et al., 1997).

Because in the definitions of arrogance, the individual is defined as a person who distinguishes himself by approaches that reach an arrogant dimension, regards themselves as superior to others, and attaches importance to their qualities. (Kowalski et al., 2003). Therefore, arrogance is accepted as undesirable (Einarsen et al., 2007). Arrogance is the reason why people fail, especially in their working lives (Toscano et al., 2018). The main reason for assessing arrogance in this way is that arrogant behavior is seen as behavior that causes organizational problems (Lin et al., 2022).

Arrogance is a dangerous condition that negatively improves the behavior of other individuals (Borden et al., 2018). Arrogant behaviors negatively affect relations and communication within the organization. Being exposed to arrogant behavior causes an increase in the stress level of individuals (Das, 2015). In a working environment where arrogant behaviors are frequently observed, individuals experience increased stress levels, low morale, and decreased job satisfaction (Herbin III, 2018). In a work environment where arrogant behaviors are high, the possibility of exhibiting counterproductive work behaviors is relatively high (Forsyth et al., 2012). Arrogance disrupts the working order by negatively affecting the positivity of the working environment (Thong and Ying-Leh, 2020).

Studies on arrogance also emphasize the adverse effects of arrogant behavior. Johnson et al. (2010) found that arrogant behavior has a negative relationship with the individual's self-assessed performance and the performance evaluated by others. Kleitman et al. (2019) concluded that arrogant individuals have as much confidence as truly competent individuals, but this trust is separate from performance and ability. Bauer et al. (2008) state that arrogant behaviors negatively affect organizational performance and citizenship. In addition, arrogant behaviors negatively affect the organizational climate. Haan et al. (2007), the presence of individuals displaying arrogant behaviors negatively affects the organizational commitment and happiness of other individuals. In an organization where arrogant behavior is exhibited, individuals talk about each other, and this reduces the work efficiency of individuals (Herbin III, 2018). When these studies are examined, it is seen that the studies generally focus on the relationship between arrogance and performance. However, arrogance does not only have a negative effect on the organizational behavior of individuals.

One of the negative effects experienced by individuals exposed to arrogance behavior is emotional exhaustion (Aslam and Siddiqui, 2023). Conservation of Resources (COR) may help explain why individuals experience emotional exhaustion due to being exposed to arrogance behaviors. According to the COR theory, individuals attach importance to having specific resources and feeling secure within the organization (Hur et al., 2023). These resources can be any object, condition, or feature that individuals attribute value (Hobfoll, 1989). The COR theory emphasizes that these resources will be lost by being exposed to incivility and

arrogance behaviors in the organization. Emotional exhaustion increases when the resources individuals value is unfairly limited by others in the organization (Neveu, 2007). Similarly, the Affective Events Theory (AET) explains that individuals may experience emotional exhaustion with exposure to arrogance behaviors. According to the AET, the events that individuals are exposed to in the organization affect their emotional responses (Weiss and Cropanzano, 1996).

In addition to emotional exhaustion, individuals exposed to arrogant behaviors show behaviors such as gossiping (De Clercq et al., 2021) and reducing collaboration (Toscano et al., 2018). Individuals who have the perception that they are in a lower position than individuals who exhibit arrogant behaviors have negative opinions about arrogant individuals (Kouzes and Posner, 2005). The reason for this situation is that individuals feel that their resources are under threat, according to the COR theory. Individuals who do not want to lose their resources and space to individuals with arrogant behavior develop negative feelings and thoughts (De Clercq et al. 2021). For this reason, individuals whose feelings and thoughts about arrogant individuals become negative increase their negative gossip about arrogant individuals and decrease their positive gossip (Dijkstra et al., 2014). At the same time, collaboration between individuals reduces (Cleary et al., 2015). The gossip and collaboration behaviors of individuals exposed to arrogant behaviors go through an emotional decision process. Within the scope of AET, individuals are affected by the events and situations they experience during the decision-making process (Paulus and Angela, 2012).

These negative consequences can happen in any organization. One such organization is the universities. Academicians with a higher level of talent and knowledge than other professional groups are expected to be arrogant (Demirbilek et al., 2022). It is said that academicians think they are superior and better informed than other academicians due to their specialization in a field (Padua et al., 2010). Because of the high demand from individuals working in higher education institutions, and universities, individuals in those institutions are supposed to be arrogant. In today's competitive world, arrogant academicians are more common (Sim and Ling, 2020). Arrogant academicians believe that only their research is precious and that other academicians are not (Friedman and Friedman, 2019). Also, arrogant academicians praise journals in which their research is published and despise journals by other academicians (Friedman and Friedman, 2019).

Showing arrogant behaviors among academicians in the university environment can cause some negativities. In particular, the arrogant behavior of academicians who train and graduate future generations negatively affects their intra-organizational relations with other scholars and their attitudes toward students (Thong and Ying-Leh, 2020). Various negativities are also mentioned in the research on academicians within the scope of arrogance. Sim and Ling (2020) state that arrogant behaviors in higher education institutions affect individuals' job commitment and satisfaction. Demirbilek et al. (2022) state that the individual

arrogance tendencies of academicians negatively affect the organizational climate. Kacay et al. (2021) concluded that academicians' perceptions of colleague arrogance negatively affect their academic performance. In studies on arrogance among academicians, collaboration, organizational gossip, and emotional exhaustion, which have essential roles in organizational emotions and behaviors, are not examined. In this regard, the aim of the research is to determine the effects of academicians' perceptions of colleague arrogance on collaboration, organizational gossip, and emotional exhaustion. This research is aimed to bring a different perspective to the study of arrogance. Another goal is to show the adverse effects of arrogant behaviors within the scope of internal emotions and behaviors.

CONCEPTUAL FRAMEWORK

Arrogance

Arrogance has a long history, conceptually emerging in different cultures (Bollaert and Petit, 2010). Arrogance, as a concept, was first derived in the English language and was transferred from Latin. Semantically, it expresses arrogance, an arrogant claim to superiority, emotions, and behaviors (Mish, 1998). Arrogance begins with an individual's perception of themselves as superior to others. After this beginning, the arrogant individual tries not to show respect to other individuals and not to listen to different ideas (Hareli and Weiner, 2000). There is resistance to new information and thoughts in the arrogant behavior of the individual. Individual thinks that their knowledge and ideas are more critical (Cowan et al., 2019) because individuals exhibiting arrogant behavior feel that they have the best information on every subject (Lynch, 2017).

It is seen that various definitions have been made of arrogance. In these definitions, arrogance is defined differently. Arrogance is an exaggerated self-confidence and ability (Dunning et al., 2003) or an individual's seeing and evaluating their situation as superior (Kleitman et al., 2019). The individual's liking for himself (Cleary et al., 2015) or the individual's effort to stand out and show himself in interpersonal relationships or an environment is also arrogance (Silverman et al., 2012). In addition, an exaggerated sense of superiority, the lack of self-evaluation of the individual, and the tendency to underestimate other individuals are also arrogant (Akhtar, 2018). In summary, arrogance is considered an erroneous behavior resulting in the individual seeing himself as perfect (Tiberius and Walker, 1998) or glorifying himself (Jakovljević, 2011; Tamzini and Ayed, 2018).

Different features are also emphasized in arrogant behaviors. In arrogant behavior, creating superiority by underestimating other individuals (Johnson et al., 2010), perceiving as omnipotent and knowing everything better (Ma and Karri, 2005), underestimating the mistakes or knowledge of others (Friedman and Friedman, 2019), and an exaggerated belief in knowledge (Meagher et al., 2015). This belief prevents reaching a common consensus in an environment (Samuelson

et al., 2015). In addition, arrogant behavior refers to the act in which the feeling of superiority results in humiliation behavior (Zohaib Khan, and Batool, 2022) and individual behaviors that lack respect (Poggi and D'Errico, 2011). It is effective for arrogant individuals to believe they have a higher intelligence level, but success is not related to high intelligence (Hareli and Weiner, 2000). Therefore, arrogant individuals exaggerate their abilities and achievements more and attribute their failures to different reasons (Picone et al., 2014).

There are specific differences between arrogance and incivility, and rudeness. In arrogant behavior, the individual considers their abilities, characteristics, success, and thoughts more valuable (Tiberius and Walker, 1998). Seeing oneself as superior and behaving in this way constitutes arrogance. Incivility is an individual's violation of respect rules (Pearson et al., 2000). Behaviors such as spreading rumors about individuals in the organizational environment, addressing individuals informally, such as brother or sister, withholding information, and using other individuals' belongings without permission are given as examples of impolite behaviors (Andersson and Pearson, 1999). On the other hand, rudeness is when an individual puts pressure on different individuals based on their power (Salin, 2003). As can be seen, in arrogant behavior, the individual considers themselves superior, while in incivility and rudeness, there is a direct violation of the rights of other individuals.

There may be various reasons for an individual to show arrogant behavior. Situations such as seeing oneself as superior or wanting to see oneself as excellent (Johnson et al., 2010), overconfidence in oneself (Silverman et al., 2012), having narcissistic characteristics (Uysal & Çelik 2018), having indifferent and compulsive personality traits (Bektaş, 2016), the individual's effort to suppress their inadequacy and seeing other individuals as risky for themselves (Avcı, 2023) cause arrogant behaviors.

Within the scope of the research, it has been observed that employees feel unhappy, insecure, and tense in organizations where arrogant behavior is exhibited. In addition, it has been observed that their commitment to the organization decreases, and employee's intention to leave their jobs increases. In business environments where arrogance behavior is present, it causes a toxic organizational environment as well as damaging bilateral relations, teamwork, and partnerships (Li and Tang, 2010; Yoon and Kim, 2010; Pañares et al., 2013; Esen, 2020; Kaçay et al., 2021).

Organizational Gossip

Gossip is an informal conversation about another person (Ellwardt et al., 2012). Beersma and Van Kleef (2012) report that gossip happens most of the time. Gossip plays a large part in socialization. (Michelson and Mouly, 2002). Gossip is a factor in organizational behavior (Grosser et al., 2010). Gossip may be positive and negative. Positive gossip is an informal way of talking about a person who is not there at the moment (Tian et al., 2019). Positive gossip implies flattering discussions

about other people. Supportive behavior is exhibited, or the individual is defended on a subject (Brady et al., 2017). Positive gossip enhances and maintains organizational coherence (McAndrew et al., 2007). Moreover, positive gossip reinforces organizational cohesion and creates organizational commitment (Ribeiro and Blakeley, 1995). Positive gossip fosters interpersonal relationships (Brady et al., 2017).

Negative gossip is negative talk about other individuals (Yao et al., 2020). Negative gossip in the study area harms interpersonal relations (Ellwardt et al., 2012) because negative gossip negatively affects individuals' thoughts and behaviors (Ye et al., 2019). The intense occurrence of negative gossip wastes time and energy of individuals. Therefore, individuals are emotionally worn out (Halbesleben et al., 2014). Negative gossip prevents the establishment of interpersonal relationships, and emotional belonging is damaged (Zhang et al., 2014). After negative gossip, anger, resentment, and disappointment may occur in individuals (Khan et al., 2022).

Another factor that influences people's positive or negative behavior in the workplace is the behavior of arrogant people. In COR theory, the willingness of individuals to protect their resources and rights determines their behavior (Hobfoll, 1989, 2001). People's desired behaviors in the work environment may need to maintain self-esteem (Borden et al., 2018). Individuals who behave arrogantly in the workplace continually put their rights and thoughts first. By ignoring the rights and opinions of other individuals, individuals can show that they believe in protecting their resources. After developing this belief, individuals begin to talk about individuals acting with arrogance (Dijkstra et al., 2014). There is no positive content to these conversations. So, there isn't any positive gossip.

Emotional Exhaustion

Burnout is a psychological syndrome (Lee and Ashforth, 1990) and consists of three dimensions. These; emotional exhaustion, depersonalization, and diminished personal accomplishment. However, emotional exhaustion is seen as the basic element of the concept of burnout (Maslach and Jackson, 1981). In general, the individual experiencing burnout feels indifferent to other individuals, deprived of success and unproductive (Demerouti et al., 2001). Emotional exhaustion occurs as a result of individuals' hard work. In other words, it is the lack of energy and emotional power of the individual due to the increasing demands and working conditions in the working environment (Bacharach et al., 1991; Maslach et al., 2001). In general, emotional burnout is an important and serious problem in working life. Job satisfaction and performance of an individual experiencing emotional exhaustion decreases, and their commitment to work weakens (Golembiewski et al., 1998; Rutherford et al., 2009). The professional continuity of the individual is endangered (Khan et al., 2014). It also negatively affects organizational commitment (Wu et al., 2014). In addition, it causes a decrease in the morale of individuals and absenteeism (Grandey, 2003).

Increased work stress and burden are the main factors that cause emotional exhaustion (Lee and Ashforth, 1993). In addition, the absence of a social support environment in the working environment is also an essential factor (Halbesleben, 2006). Competition in the working environment and unfair evaluations can also cause emotional exhaustion (Alarcon, 2011). The decreased resources that individuals will use to fulfill their duties also lead to emotional exhaustion (Bahrer-Kohler, 2013). Reduced opportunities for individuals to participate in decisions and not paying attention to their thoughts are also among the causes of emotional exhaustion (Schaufeli and Bakker, 2004).

Collaboration

The fact that individuals act within the scope of a common goal means collaboration (Fu et al., 2019). When we look at the literature, we see various definitions of collaboration. Collaboration in these definitions; a behavior focused on maximizing the benefits of both themselves and other individuals, protecting the rights of both sides (Cyr and Choo, 2010), working towards a common goal (Ferrin et al., 2007), solving an individual's problem, helping the individual, working together it is expressed as developing new ideas (Wang and Noe, 2010). Learning and decision-making of individuals together in the working environment is also within the scope of collaboration (Miller and Lee, 2001). Sharing something is at the center of collaboration behavior (Llopis and Foss, 2016). In particular, collaboration develops more as a result of individuals sharing information (Scott and Bruce, 1994).

The basic conditions for collaboration between individuals in the organization are a safe (Tan, 2016) and participatory work environment (Vincent and Ahmad, 2021). Collaboration behavior increases in a work environment where the opinions and suggestions of individuals are valued, information is shared mutually, and individuals are encouraged (Bowen and Lawler, 1992). Such a working environment is necessary for effective collaboration. Because the individual infers that the help they make in such a working environment will also be given to them in the future and trusts collaboration (Luft, 2016). In summary, it is necessary for individuals to ensure integrity and a sense of trust in the working environment (Lin, 2008).

Hypothesis Development

Individuals exposed to arrogant behavior develop a negative attitude as soon as they think their rights are diminished. As a result of this attitude, the behaviors, thoughts, and performance of individuals who behave arrogantly are questioned more frequently. A behavioral belief is developing towards arrogant individuals. Along with this belief, individuals tend to gossip about arrogant individuals (De Clercq et al., 2021). According to our assumption, positive gossip decreases with the increase of negative gossip about arrogant individuals. Because as individuals encounter the behaviors of an arrogant individual, their positive thoughts about this individual decrease, and their negative thoughts increase. As can be seen, arrogance

affects individuals' collaboration and emotional exhaustion and causes organizational gossip.

Conversations constitute negative gossip behavior. Because individuals start to talk about the poor performance, skills, and irresponsibility of individuals who behave arrogantly (De Clercq et al., 2021), however, individuals must reveal negativities, such as arrogant behavior in the work environment, and talk about them (Hobfoll et al., 2018). This need of individuals is evaluated as a reaction within the scope of AET. Individuals can develop reactions to situations and events they encounter emotionally (Weiss and Cropanzano, 1996). Gossip behavior is also within this scope. Based on this information, research hypotheses were formed. These:

H1: Perception of colleague arrogance significantly affects positive work gossip.

H2: Perception of colleague arrogance significantly affects negative work gossip.

Arrogance can occur not only by the individual themselves but also through the evaluation of other individuals (Haan et al., 2007). Individuals working in an organization may think that any individual is arrogant, and they may perceive that the individual has arrogant behaviors. This situation affects the emotions and behaviors of individuals within the organization. In this context, arrogant behaviors negatively affect the morale of other individuals. As a result of negatively affecting the morale of individuals within the organization, the emotional states of individuals are also negatively affected (Borden et al., 2018). Therefore, the emotional condition of individuals deteriorates (Allen and Meyer, 1996). In addition to the emotional state, individuals' performance, attendance, and perspective become negative (Harrison et al., 2006). On the other hand, Borden et al. (2018) concluded that individuals with arrogant managers experience a loss of morale and higher burnout. Gürer et al. (2018) perceived that managerial arrogance negatively affects the burnout levels of employees.

Another factor that causes emotional exhaustion is working in the same environment with individuals who display arrogant behaviors. Individuals exposed to arrogant behaviors lose their morale in the work environment, and their emotional state worsens (Allen and Meyer, 1996). According to the AET, individuals develop emotional reactions depending on the conditions and relationships in the work environment (Weiss and Cropanzano, 1996). AET suggests that the emotions of an individual with a good working environment and no problems will be positive. However, individuals who experience negativities such as arrogant behavior in the working environment are likely to experience unhappiness, feeling tired and emotional exhaustion (Hur et al., 2015). The research has determined that individuals who encounter arrogant behaviors experience more intense emotional exhaustion

(Borden et al., 2018; Güner et al., 2018). Based on this information, a research hypothesis was formed. Hypothesis:

H3: Perception of colleague arrogance significantly affects emotional exhaustion.

Arrogant behaviors adversely affect professional personality and reputation, collaboration within the organization, and the organization's outputs in work life (Padua and Lerin, 2010). Arrogant behavior mainly affects collaboration. Within the scope of arrogance, individuals' anger, jealousy, blaming, and belittlement of other individuals, while acting in line with their pride and goals, cause the formation of in-organizational groups as a result of the individual's disturbing behaviors (Godkin and Allcorn, 2009). In a work environment with these behaviors, collaboration does not develop and weakens (Clear et al., 2015). Arrogance prevents the sharing and implementing of different views (Rosenthal and Pittinsky, 2006). Arrogant behavior reduces individuals' establishing relationships and sharing of information (Tiberius and Walker, 1998). Arrogance prevents other individuals from expressing their thoughts. This situation causes damage to interpersonal communication and collaboration (Tanesini, 2016). Toscano et al. (2018) concluded that arrogant individuals' collaboration levels decreased. Arrogant individuals prevent other individuals' desire to collaborate and prevent them from communicating (Salanova et al., 2012; Silverman et al., 2012). Because arrogant individuals do not want to listen to others (Trumpeter et al., 2006). In summary, arrogant behaviors in the work environment harm interpersonal collaboration (Panares et al., 2013).

Collaboration is reduced in work environments where there is no participatory decision making, where the opinions of individuals are ignored and underestimated. Another factor that negatively affects collaboration is the presence of individuals exhibiting arrogant behavior (Braun et al., 2016). Because individuals who perform arrogant behavior do not feel the need to collaborate with other individuals (Toscano et al., 2018). Collaboration and bilateral relations do not develop in a work environment where arrogant individuals despise and care about other individuals (Cleary et al., 2015). Individuals who are exposed to arrogant behaviors move away from collaboration. According to the AET, the reason for disengagement is the development of a negative reaction against arrogant individuals (Weiss and Cropanzano, 1996). Individuals do not want to collaborate with arrogant individuals who ignore their own thoughts and communicate little with them (Panares et al., 2013). Based on this information, the research hypothesis was determined. Hypothesis:

H4: Perception of colleague arrogance significantly affects collaboration.

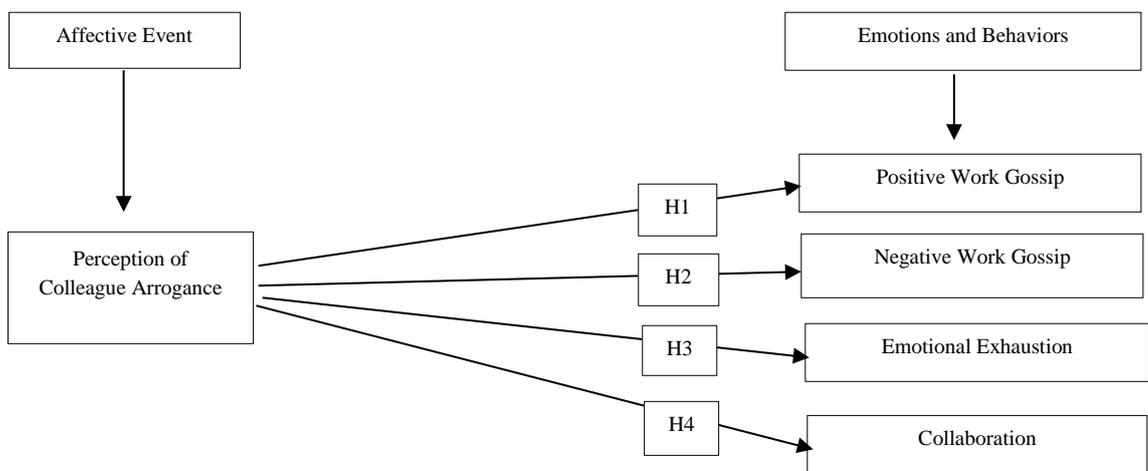
RESEARCH MODEL

Emotions are feelings that individuals experience towards objects or situations and that prepare the individual to behave (Doğan and Özdevecioğlu,

2009). Emotions and moods are emotional states, but psychologists have rarely attempted to distinguish them (Weiss and Cropanzano, 1996). AET, which examines the effects of affective states and events on the actions of individuals, argues that the affective events that individuals have previously experienced and been under the influence of affect their behaviors in business and organizational life (Weiss and Cropanzano, 1996). The events that individuals have experienced in the past and the emotions they perceive in this experience affect their behaviors (Büyükgöze and Özdemir, 2017). For this reason, the affective events that the individual is under the influence of that day or that they have experienced in the past and whose effects are still continuing play an important role in the behaviors of the individual in the organization (Özdevecioğlu, 2004). While events that create negative emotions cause negative attitudes and behaviors, events that create positive emotions reveal positive attitudes and behaviors (Fisher and Ashkanasy, 2000).

According to the AET, people develop emotional reactions according to the circumstances and behaviors encountered in the work environment. They determine their behavior based on those responses. In this way, emotions and behaviors are presented according to the development of the work environment (Weiss and Cropanzano, 1996). Behavioral dimensions among people in the workplace impact relationships. Individuals who encounter negative behaviors of individuals will determine their behaviors by feeling unhappiness and sadness (Hur et al., 2015). Within this framework, we developed our research model based on the AET. Based on this model, our basic assumption is that academicians' perceptions of colleague arrogance will shape their collaboration, emotional exhaustion, and organizational gossip.

Figure 1. Conceptual model



METHOD

Sample and data collection

Academicians specialize in one or more fields as a professional requirement and conduct various publications and research in these fields. Arrogant behaviors can be observed due to specialization and the belief that their knowledge is excellent (Padua et al., 2010). With the contribution of the competitive nature of the university environment, it is considered normal for academicians to behave arrogantly (Sim and Ling, 2020). For these reasons, the research universe consists of academicians working in tourism departments at universities in Turkey. Before the data collection phase of the research, the number of tourism academicians was learned from the Higher Education Information Management System. According to the information obtained as of the 2022-2023 academic year, the number of academicians in the tourism departments of universities (including faculties, colleges, and vocational schools) is 2366 (Higher Education Information Management System, 2023). Since it was only possible to reach some academicians, sampling was carried out from the population. The academicians who were reached with the convenience sampling method and participated in the survey formed the research sample. Within the scope of the research, a questionnaire form was prepared on an online platform and applied between 16 January-10 February 2023. The questionnaire was sent to the academicians via e-mail, and 391 academicians participated. Ethics committee approval was obtained from the Scientific Research and Publication Ethics Committee of Isparta University of Applied Sciences with the decision dated 30.01.2023 and numbered 02. The demographic characteristics of the participants are shown in Table 1.

Table 1. Demographic characteristics of the participants

Demographic characteristics		Ratio	%	Demographic characteristics		Ratio	%
Gender	Male	211	54	Department	Tourism management	178	45,5
	Female	180	46		Tourism Guidance	55	14,1
Age	21-30	59	15,1		Gastronomy and culinary arts	114	29,2
	31-40	182	46,5		Recreation Management	13	3,3
	41-50	93	23,8		Other	31	7,9
	50 and above	57	14,6	Title	Research Assistant	72	18,4
Marital Status	Married	259	66,2		Instructor	141	36,1
	single	132	33,8		Doctor Lecturer	99	25,3
Educational Status	Undergraduate	9	2,3		assistant professor	59	15,1
	Master's Degree	111	28,4		Professor	20	5,1
	Doctorate	271	69,3				

MEASURES

The colleague arrogance scale was used to measure the perceptions of the arrogance of fellow academicians. The Colleague Arrogance Scale was designed by Herbin III (2018). Kaçay et al. (2021) adapted the scale of colleague arrogance to Turkish. After this adaptation, the scale was designed as five statements and one dimension. For example, some statements indicate the arrogant behavior of fellow academicians, such as "My fellow academicians exhibit behaviors that make other colleagues feel worthless." The reliability of the colleague arrogance scale in its Turkish version is 0.92.

The Organizational Gossip scale was used to measure the gossip behavior of academics. The Organizational Gossip scale was developed by Kuo et al. (2015). The Organizational Gossip scale was adapted into Turkish by Şantaş et al. (2019). As a result of this adaptation, the scale was shaped as 20 statements and two dimensions. Dimensions are work gossip and non-work gossip. In our study, the dimension of work-related gossip was examined. The work-related gossip dimension consists of 10 statements. For example, there are work gossip statements about colleague academics, such as "I comment on the excellent job performance of my fellow academicians." The reliability level of the work-related gossip dimension is .87.

Maslach Burnout Scale was used to measure the emotional exhaustion levels of academicians. The Maslach Burnout scale was developed by Maslach and Jackson (1981). Maslach Burnout scale was adapted to Turkish by Ergin (1992). As a result of this adaptation, the scale consists of 22 statements and three dimensions. The dimensions are emotional exhaustion, depersonalization, and personal failure. In our study, the emotional exhaustion dimension was used. In the dimension of emotional exhaustion, the survey of Güler and Veysikarani (2019) was used. The emotional exhaustion dimension consists of 5 statements. For example, expressions such as "I feel cold from my job." The reliability of the emotional exhaustion dimension was determined as 0.83 in Ergin (1992) study and 0.70 in Güler and Veysikarani (2019) study.

A collaboration scale was used to measure the collaboration behaviors of academicians. The collaboration scale was developed by Bettencourt and Brown (1997). The collaboration scale used by Bardakoğlu and Akgündüz (2016) was taken as an example. The scale consists of 5 statements and one dimension. The reliability level of the scale is .83. For example, there are statements such as "I help my fellow academicians with their work-related problems."

RESULTS

In this section, firstly, explanatory factor analysis was applied for each scale to determine the factor structure levels of the scales used in the research. Then, correlation analysis was performed respectively to determine the relationships between the variables. Finally, regression analysis was performed to determine the effect of colleague arrogance perception on emotional exhaustion, collaboration, and work-related gossip. Analyzes were made with SPSS 22 statistical program.

Explanatory factor analysis (EFA) was implemented to identify the validity of the scales. Before using the exploratory factor analysis, the eigenvalue must be greater than 1 in determining the number of factors, it must have a load of at least 0.500 with the relevant factor, if the expressions load two dimensions, the overlap value must be at least 0.100, the homogeneity value must be 0.50, and above, the use of the Varimax rotation technique was considered for the process (Hair et al., 2010). In addition, importance was given to the significance of the Bartlett Sphericity test, which shows that the scale expressions are suitable for explanatory factor analysis and that the Kaiser-Meyer-Olkin (KMO) value, which indicates that there is a normal distribution between the statements, is more significant than 0.50 (Hair et al., 2010).

The Kaiser-Meyer-Olkin (KMO) and Bartlett Sphericity Test were implemented to show the suitability of conducting an EFA on the Colleague Arrogance Scale dataset. It was identified that the KMO value on the scale was 0.890 and that the Bartlett sphericity was significant. The five statements were distributed under one factor, and the variance ratio (AVO) explained by these terms was 71%. This factor is called Colleague Arrogance. The overall reliability ratio of the scale (global α) is 0.901.

Table 2. Colleague arrogance scale explanatory factor analysis results

Colleague Arrogance Scale	Factor Loading	Rate of Variance Explained	Eigenvalue	Reliability
Colleague Arrogance		71,935	3,597	,901
My fellow academicians exhibit behaviors that make other colleagues feel worthless	,874			
My fellow academicians do not take into account the feelings and thoughts of other colleagues.	,868			
The attitudes of my fellow academicians towards other colleagues prevent them from using their talents.	,839			
My fellow academics humiliate other colleagues.	,838			
My fellow academics tend to ignore the advice of other colleagues.	,821			
KMO Value: 0,890; Bartlett Test: 1147,459; Rate of Variance Explained: %71,93				

The KMO and Bartlett Sphericity Test were implemented to show the suitability of conducting an EFA on the Collaboration Scale dataset. It was identified that the KMO value on the scale was 0.765 and that the Bartlett sphericity was significant. The five statements were distributed under one factor, and the variance

ratio (AVO) explained by these terms was 58%. This factor is called Collaboration. The overall reliability ratio of the scale (global α) is 0.806.

Table 3. Collaboration scale explanatory factor analysis results

Collaboration Scale	Factor Loading	Rate of Variance Explained	Eigenvalue	Reliability
Collaboration		58,840	2,942	,806
I am eager to help my fellow academics.	,839			
I help my fellow academicians with their work-related problems	,825			
I help my academic friends who have a heavy workload.	,786			
I am usually ready to extend my helping hand to my fellow academicians around me.	,781			
I help my new academic friends even if they don't need it.	,574			
KMO Value: 0,765; Bartlett Test: 767,694; Rate of Variance Explained: %58,84				

The KMO and Bartlett Sphericity Test were implemented to show the suitability of conducting an AFA on the Organizational Gossip Scale dataset. It was identified that the KMO value on the scale was 0.861 and that the Bartlett sphericity test was significant. Ten statements were distributed under two factors, and the variance ratio (AVO) explained by these statements was 71%. These factors are called "Negative Work Gossip, Positive Work Gossip." The overall reliability ratio of the scale (overall α) is 0.886.

Table 4. Organizational gossip scale explanatory factor analysis results

Organizational Gossip Scale	Factor Loading	Rate of Variance Explained	Eigenvalue	Reliability
Negative Work Gossip		49,569	4,957	,912
I comment on the insufficient work information of my fellow academicians.	,881			
I comment on the poor academic performance of my fellow academics.	,843			

I comment on the lack of work ethic of my fellow academics	,843			
I comment on the poor interpersonal relationships of my fellow academics.	,836			
I comment on the carelessness of my fellow academics.	,818			
Positive Work Gossip		21,783	2,178	,863
I comment on the dedication of my fellow academicians to their work.	,890			
I comment on the excellent job performance of my fellow academicians.	,862			
I comment on the work credibility of my fellow academicians.	,803			
I comment on the skills of my fellow academicians in interpersonal relations.	,719			
I comment on my academic colleagues showing work ethic.	,611			
KMO Value: 0,861; Bartlett Test: 2554,087; Rate of Variance Explained: %71,352; Overall Reliability: ,886				

The KMO and Bartlett Sphericity Test were implemented to show the suitability of conducting an EFA on the Emotional Exhaustion Scale dataset. It was identified that the KMO value on the scale was 0.757 and that the Bartlett sphericity was significant. The five statements were distributed under one factor, and the variance ratio (AVO) explained by these statements was 54%. This factor is called Emotional Exhaustion. The overall reliability ratio of the scale (global α) is 0.788.

Table 5. Emotional exhaustion scale explanatory factor analysis results

Emotional Exhaustion Scale	Factor Loading	Rate of Variance Explained	Eigenvalue	Reliability
Emotional Exhaustion		54,697	2,735	,788
I think my job is limiting me.	,875			
Returning from work I feel spiritually drained	,850			
I feel cold from my job	,786			
I feel that the people I meet in my work act as if I am the cause of some of their problems.	,615			
I think I work too much at my job.	,505			
KMO Value: 0,757; Bartlett Test: 664,648; Rate of Variance Explained: %54,697				

Depending on the results of explanatory factor analysis and reliability analysis, it is possible to say that all four scales used in the research are valid and reliable (Hair et al., 2010). The results of the correlation analysis performed to determine the relationship between the independent variables and the dependent variable are shown in Table 6.

Table 6. Correlation analysis results

Variables	1	2	3	4	5
1- Colleague Arrogance	1				
2- Collaboration	-,226**	1			
3- Negative Work Gossip	,225**	-,018	1		
4- Positive Work Gossip	,025	,373**	,423**	1	
5- Emotional Exhaustion	,443**	-,052	,145**	,107*	1

*p<0.05 **p<0.01

According to the results of the correlation analysis, it was determined that there is a negative and meaningful relationship between the perception of colleague arrogance and collaboration ($r=-.226$; $p<0.01$). There is a positive and meaningful relationship between the perception of colleague arrogance and negative work gossip ($r=.225$; $p<0.01$). There is no significant relationship between the perception of colleague arrogance and positive work gossip. There is a positive and meaningful relationship between the perception of colleague arrogance and emotional exhaustion ($r=.443$; $p<0.01$). It can be stated that an academician's perception of colleague arrogance increases negative job gossip and emotional exhaustion. The perception of colleague arrogance mainly affects the emotional exhaustion of academicians. Exposure of academics to arrogant behaviors can cause emotional exhaustion. In addition, the perception of colleague arrogance increases the negative work gossip among academicians. Academicians can talk about the negativities and shortcomings of individuals who behave arrogantly. Finally, the perception of colleague arrogance reduces the collaboration between academicians. It is not desired to collaborate with academicians who act arrogantly.

Regression analysis was conducted to determine whether colleague arrogance, which is the independent variable of the research, has an effect on the dependent variables, organizational gossip, emotional exhaustion and collaboration. Regression analysis results are shown in Table 7.

Table 7. Regression analysis results

Independent variable	B	Std. Error	Beta	T	P
Constant	4,380	,102		42,954	,000
Colleague Arrogance	-,171	,037	-,226	-4,576	,000
Dependent Variable: Collaboration F=20,942; R=,226; R ² =.051 Adjusted R ² =.049					
Constant	1,495	,121		12,392	,000

Colleague Arrogance	,432	,044	,443	9,743	,000
Dependent Variable: Emotional Exhaustion F=94,928; R=,443; R ² =.196 Adjusted R ² =.194					
Constant	1,643	,149		11,011	,000
Colleague Arrogance	,249	,055	,225	4,551	,000
Dependent Variable: Negative Work Gossip F=20,714; R=,225; R ² =.051 Adjusted R ² =.048					
Constant	3,340	,140		23,877	,000
Colleague Arrogance	0,25	0,51	0,25	,489	,625
Dependent Variable: Positive Work Gossip F=,239; R=,025; R ² =.001 Adjusted R ² =-.002					

Looking at the results of the regression analysis, the perception of colleague arrogance has a negative and significant effect on the collaboration of academicians ($\beta = -.226$; $p < 0.01$). This finding supports the results of the correlation analysis. The thought of collaborating with academics who exhibit arrogant behavior is decreasing. The perception of colleague arrogance positively and significantly affects the emotional exhaustion of academicians ($\beta = .443$; $p < 0.01$). Emotional exhaustion can occur in academicians due to arrogant academicians constantly belittling other academicians, considering their thoughts unimportant, and bringing themselves to the fore. When we look at another finding, colleague arrogance positively and significantly affects negative work gossip ($\beta = .225$; $p < 0.01$). At the same time, the perception of colleague arrogance does not have a significant effect on positive work gossip. Academicians do not give excellent and good speeches about arrogant academicians. There is talk about the shortcomings, failures, and wrong sides of arrogant academicians. There are no remarkable and laudatory speeches about arrogant academicians. In line with these results, hypotheses H1, H2, H3, and H4 were accepted.

DISCUSSION

In this research, within the scope of the research model we developed based on the AET, the effects of tourism academicians' perceptions of colleague arrogance on positive and negative work gossip, emotional exhaustion, and collaboration were examined. COR theory was also used in the creation of some hypotheses of the research. In these hypotheses, the effectiveness between the perception of colleague arrogance and positive and negative work gossip was examined. According to the result of the H1 hypothesis, the perception of colleague arrogance does not significantly affect the positive work gossip. On the contrary, as a result of the H2 hypothesis, the perception of colleague arrogance affects negative work gossip positively and significantly. These results are compatible with both the COR theory and similar studies in the literature.

According to the COR theory, individuals who want to protect their rights and interests need to have various conversations about individuals with arrogant behavior. These conversations are negative, such as the failures, lack of work ethic,

and incompetence of arrogant individuals (Borden et al., 2018; Dijkstra et al., 2014). According to Johnson et al. (2010) and Silverman et al. (2012), individuals exposed to arrogant behaviors feel insignificant and experience a loss of value. Individuals resist these feelings and situations by making negative gossip to prevent them (Grosser et al., 2010). De Clercq et al. (2021) states that individuals who are exposed to arrogant behaviors in the work environment increase negative gossip. Ellwardt et al. (2012) state that individuals relax by making negative gossip about individuals who display arrogant behavior, and they feel better. Therefore, negative work gossip is perpetuated.

According to the H3 hypothesis of the research, the perception of colleague arrogance positively and significantly affects emotional exhaustion. According to the correlation results, the perception of colleague arrogance has a higher relationship with emotional exhaustion. The morale and happiness level of individuals exposed to arrogant behaviors decrease because arrogant individuals show contempt for other individuals and consider them unimportant. Hur et al. (2015) state that individuals will be unhappy and experience emotional exhaustion due to encountering negativities such as arrogant behaviors in the working environment. There are studies with similar results in the literature. Borden et al. (2018) state that individuals who encounter arrogant behaviors experience more emotional exhaustion. Gürer et al. (2018), on the other hand, argue that arrogant behaviors increase the general burnout level of individuals. Laschinger et al. (2009) state that negativities such as arrogant behavior in the working environment cause individuals to experience negative consequences such as burnout and stress.

According to the H4 hypothesis, which is the last hypothesis of the research, the perception of colleague arrogance affects collaboration negatively and significantly. Arrogant individuals are far from communicating and establishing relationships because they see themselves as better and more successful. In addition, individuals exposed to arrogant behavior develop an attitude of not collaborating with arrogant individuals. According to the AET, individuals develop negative feelings towards arrogant individuals who belittle themselves and ignore them (Panares et al., 2013). It is seen that there are similar results in the literature. Cleary et al. (2015) state that there will be no collaboration between individuals due to arrogant behaviors in the work environment. Toscano et al. (2018) state that arrogant behaviors affect the decrease in collaboration. Braun et al. (2018) suggest arrogant behaviors as the reason for the reduction of interpersonal collaboration

CONCLUSION

Arrogance, a subject that has been discussed and studied often since the past, has been approached from a different angle. As a result of this research, we have provided inferences about how perceptions of colleague arrogance negatively impact individuals' emotions and behaviors. In the past, arrogant behavior was related to

performance, organizational citizenship, engagement, happiness, productivity, and job satisfaction. But there is a point that has been neglected.

Colleague arrogance or the presence of individuals displaying arrogant behavior does not directly cause these negativities. At this point, we argued that arrogant behaviors first affected individuals' internal feelings and organizational behaviors. And this is how we created the research model. Because for arrogant behaviors to negatively affect individuals' performance, productivity, and satisfaction levels, they must cause certain behaviors and emotions in individuals before. These behaviors and emotions were identified in this research as emotional exhaustion, decreased collaboration, and increased negative work gossip. Research results also showed that arrogant behaviors significantly affected them. In conclusion, we think this research has brought a different and vital perspective to the perception of colleague arrogance. In organizational arrogance research, the importance of investigating the emotions and behaviors that occur in individuals has been put forward first.

In this research, the relationship between the variables and the effect status were examined with the basic research model. This can be expressed as the main limitation. In addition, in this research, only an examination was carried out on tourism academicians. In this context, we have some suggestions for future research. In organizational arrogance research, various models can be created and relationships can be examined by adopting the AET. Variables used in our research can be re-explored in figures. Models can be created with the same variables. For example, a model can be created in which emotional exhaustion plays a mediating role. It is also important to examine the subject in different research universe and sample groups. Organizational arrogance literature can be broadened by obtaining similar or different results.

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