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Emotional Intelligence and Narcissism among Senior Corporate Executives

Dr. Muhammad Kashif Fida , Dr. Bushra Naz, Muhammad Zohaib Khan & Azkaa Safdar

Abstract

Background: In Pakistani Industries and organization optimistic role of higher management are fundamental for the progress of organization. That is why narcissism and emotional intelligence of these organizational elites is a much more relevant topic. A reasonable level of narcissism with emotional intelligence is the catalyst to success. On contrary, yield drastic results. The present study intended to investigate the association between emotional intelligence and narcissism in senior corporate executives.

Methods: The sample comprised of 150 senior corporate executives including males ($n = 81$), and females ($n = 69$), with the age range of 34 to 53 years ($M = 45.0$, $SD = 4.94$), Were selected from various corporate sector organizations. Self-Report Emotional Intelligence Test (SEIT) (Schutte et al., 1998) and Narcissist Personality Inventory (NPI) (Foster & Campbell, 2007) were used to measure the constructs.

Results: Findings of study showed a likelihood of relationship between emotional intelligence and narcissism. The regression analysis indicated that managing self-relevant emotions and work experience were positive predictors of narcissism, while, emotional perception was found to be the inverse predictor of narcissism in senior corporate executives. Moreover, non- significant mean differences were found between gender, and urban and rural background of the executives on emotional intelligence and narcissism.

Implications: This study would be assist organizations to envision succession planning and leadership decision making.

Conclusions: These findings can serve as a manual that will guide organizations to capitalize on the positive aspects of narcissism in senior executives and diminish its potential negative aspects.

Keywords: Emotional intelligence, Narcissism, senior corporate managers, Emotionality

1. Assistant Professor, Department of Humanities, COMSATS Institute of Information and Technology Lahore campus, Pakistan.

2. Principal Clinical Psychologist, Department of Mental Health, Pakistan Society for Planned Parenthood (PSPP), Lahore, Pakistan.

3. PhD Scholar, Department of Psychology, GC University, Lahore, Pakistan.

4. PhD Scholar, Department of Psychology, GC University, Lahore, Pakistan.

Correspondence concerning this article should be addressed to Dr. Muhammad Kashif Fida, Department of Humanities, COMSATS Institute of Information and Technology Lahore campus, Pakistan.. Email: kashifida@gmial.com.

Foundation University Islamabad

Background

The current self-serving and self-aggrandizing environment have made narcissism a much more relevant phenomenon to explore. In a well-balanced individual, presence of a certain level of narcissistic traits are essential to ensure the proper assertion of one's needs (Krizan & Herlache, 2018). People with reasonable narcissistic traits are fiercely independent, exceptional innovators, and remarkable seekers of success and glory. They not only become experts in their fields but go beyond it to learn each and every aspect of their related areas to ensure their phenomenal success. Contrarily, individuals with exuberant narcissistic traits can be emotionally isolated, highly distrustful, poor listener, and apathetic (Van Scotter, 2019). "Narcissism" comes from a Greek mythological figure 'Narcissus'who fell in love with his own image,a plight that has plagued narcissistic individuals ever since. (The Editors of Encyclopedia Britannica, 2019).Diagnostic and Statistical Manual of Mental Disorders – V (DSM-V) described narcissism as a behavioral pattern characterized by an aggrandized sense of self-importance, lack of empathy with a constant need of admiration (American Psychiatric Association, 2013).Alibrando (2016) explained it as if we divide individual personality in three dimensions of emotions, i.e. (i) power (or self, comprisesof self-respect, self-regard, personal boundaries, self-assurance and candidness), (ii) heart (or others, consist of love, caring, healthy dependency, vulnerability, and empathy), and (iii) mindfulness (or knowing, includes wisdom, patience, self-control, differentiation from others). A healthy individual uses the positive aspects of all these three dimensions in their social interactions. Whereas, a narcissistic individual mostly employs all the terrible traits of powerwithout the corrective balance of heart and mindfulness. This drives them to behave in a way that is lacking in vulnerability, empathy and care, leading to behavior that is harmful and destructive.

In a corporate setting, this grandiose attitude often comes off as decisive, confident, and initiative-taking, traits that are essential for the advancement of the organization (Mothilal, 2011). This grandiose self-importance, utter confidence in one's ability to acquire and simulate power, and lack of empathy stimulate an individual to stand out and rise through ranks. However, these same characteristics, over time, make the leadership of a narcissistic individual potentially disastrous not only for his/her self but for the organization and organizational culture too (Brunell et al., 2008; Mothilal, 2011). Overindulgence in the narcissistic traits results in the alienation of their peers and subordinates, and prevent them from forming a productive and cohesive team (Hogan, Hogan & Kaiser, 2010). In a corporate setting, more often than not, successful executives are described as arrogant, compulsive, abrasive, and aloof (Hogan & Hogan, 2009). Narcissist executives often overestimate their talents, abilities, and a lack of introspective tendencies. Thus, they often make grand, bold, precarious and highly visible decisions, and perform in an extremely fluctuating manner (Chatterjee & Hambrick, 2007). Their incessant denigration, detached working relationship, and imposing and ludicrous demands create a negative working environment for the employees (Kuper& Marmot, 2003; Grijalva et al., 2015).

The main query is whether the narcissists have higher emotional intelligence or not? Common sense dictates that for narcissists to be able to manipulate others and get their way they should have a certain level of understanding regarding the intricacies of interpersonal interaction. Trait Emotional Intelligence Questionnaire showed a positive association with narcissism, especially with factors like emotion management (others), self-esteem, social awareness, and assertiveness (Petrides et al., 2011), depicting narcissists as accomplishing networkers with extraordinary social skills. Emotional intelligence is perceiving, expressing, understanding, and regulating not only one's emotions but others' as well (Mayer & Salovey, 1997). Emotional intelligence is characterized by four main factors; emotional perception, utilizing emotions, managing self-related emotions, and managing others emotions. All these facets cover different interpersonal and intrapersonal factors related to emotional intelligence (Schutte et al., 2008). Researcher concluded that social awareness in narcissists might be impaired on the basis that they have an unjust positive perception of their selves (Grijalva, & Zhang, 2016).A negative relationship between empathy and narcissism have already been established by the diagnostic criteria of narcissistic personality disorder (NPD) (American Psychiatric Association, 2013), and several other studies (Banks, 2008; Ghorbani et al., 2010;Jauk et al., 2016; Miao et al., 2019; Nagler et al., 2014; Petrides et al., 2011; Zhou et al, 2010). A narcissist's grandiose self-worth, a defining characteristic, positively correlates with self-esteem (Horvath, & Morf, 2010; Zeigler-Hill, & Besser, 2013). Several other pieces of research also showed a significant positive relationship among narcissism and various traits of emotional intelligence; that are assertiveness (Hart et al., 2017), optimism (Jonason et al., 2018), happiness (Egan et al., 2014; Vasudha, & Prasad, 2017), successful relationships (Brunell, & Campbell, 2011; Foster & Campbell, 2005; Keller et al. 2014) and achievement motivation (Watson, 2012; Kajonius et al., 2015).

As far as gender differences in narcissism are concerned, a meta-analysis has reviewed 355 studies and concluded that men tend to be more narcissistic than women, irrespective of their age. However cultural differences on gender studies have been still in shadow. Four facets of narcissism that were studied during the meta-analysis were (i) Exploitativeness or entitlement, (ii) leadership or authority, (iii) grandiose or exhibitionism, and (iv) vulnerable narcissism (a lesser-known factor of narcissism). The result concluded the highest difference between men and women on the facet of exploitativeness/entitlement, followed by the facet of exploitativeness/entitlement. A minimal difference was found on the facet of grandiosity or exhibitionism. However, no gender difference was found on the facet of vulnerable narcissism Grijalva et al., 2015). The same conclusion is drawn in researches conducted indigenously (Anwar et al., 2016; Bajwa et al. 2016). Gender role socialization is in part responsible for this difference where men are expected to show behaviors more aligned with narcissism, such as aggression, leadership, and dominance, and are rewarded for that, whereas, women have shunned for showing the same behaviors. The study of

gender differences in Emotional Intelligence revealed mixed results. Various studies indicated at the presence of a clear difference between genders where emotional intelligence is concerned, with women being more emotionally intelligent than men (Cabello et al., 2016; Naghavi, & Redzuan, 2011). Whereas, certain studies claimed an absence of a relationship between gender and emotional intelligence on the whole, with differences present only in its sub-facets (Meshkat, &Nejati, 2017; Fischer et al., 2018). The same mixed results are also prevalent in indigenous research studies (Fida et al., 2018; Shehzad, & Mahmood, 2013).

In corporate sector, senior corporate executives are the ones who establish strategic direction i.e. the 'what' and 'how' of an organization. They are also vital in planning and strategizing work force planning and accomplishing set goals of an organization. They define and establish the organizational structure and sustain active communication lines throughout the hierarchies. They also regulate and allocate appropriate roles to the different levels of hierarchy in an organization along with eliminating and communication barriers that might exist among them (Emmerichs et al., 2004).

Even though plenty of work has been done indigenously on emotional intelligence and narcissism as independent variables, there is still a glaring absence of native researches on their collective relationship. Pakistan, being a collectivist society, shows relatively lower narcissism than their individualistic counterparts (Foster& Campbell, 2005; Twenge, & Campbell, 2009; Vater et al., 2018), however, even its corporate culture is not above the enticing grasp of narcissistic individuals. Narcissistic individuals whose self-absorbed, self-promoting and self-interested influence at first comes off as confident and driven, and their paranoia and secretiveness as vigilance, soon manifest itself into fears and anxieties that not only influences the behavior and commitment of their subordinates but ultimately leads to a chaotic workplace environment.

Moreover, with the fast-paced changing culture and rapid progression due to globalization, narcissistic personalities are more and more emerging as executives trying to take the organization to new heights of success. Despite the apparent positive attributes of narcissism, its damages are far outweighed and therefore narcissistic management should be cautiously approached and handled accordingly.

Method

Objectives
The objectives of the present study are:
1. To study the relationship of emotional intelligence, narcissism and their sub-domains among senior corporate executives.
2. To study the predictive effects of demographic variables, emotionality, self-control, sociability, and wellbeing on narcissism.
3. To study the differences in terms of gender in senior corporate executives among emotional intelligence and narcissism.

Hypotheses
The hypotheses of the present study are:

H_1:Emotional intelligence significant associated with narcissism in senior corporate executives.

H_2: Demographic variables, emotionality, self-control, sociability and wellbeing are likely to predict narcissism in senior corporate executives.

H_3: There would be significant mean differences between male and female, urban and rural background of the executives in terms of emotional intelligence and narcissism.

Design
The research objectives were achieved by employing a survey research design. The specific design selected was the correlational research design. In this design information is collected from the sample population at a given point in time (Shaughnessy & Zechmeister,1977). The information garnered was used to describe the papulation at that point in time. Correlational research design was used to investigate interrelationships among emotional intelligence, narcissism and their sub-domains. According to Shaughnessy and Zechmeister (1977), this research design is ideal to address the descriptive functions with correlational research design.

Participants

This study focused on senior corporate executives. These executives were identified while observing the organogram of the organizations available on their websites. Therefore, in order for data collection a total of 170 employees were selected and approached. Out of which 157gave consent to participate in this study. Only 150 responses were appropriate to be utilized in this study.

Measures
For conducting this research, following reliable and valid research instruments were used to collect data:

Self-Report Emotional Intelligence Test (SEIT). Schutte et al. (1998) developed Self-report Emotional Intelligence Test. It was comprised of 33- items, five-point Likert-type rating scale, ranging from 1*(Strongly Disagree)*to 5*(Strongly Agree)*, having four sub-dimensions (*i.e.,*emotional perception, utilizing emotions, managing self-relevant emotions, and managing others' emotions).Three items of the scale (i.e., 3, 5 and 33) are reverse-scored items. Furthermore, the reported validity of the scale on the adults and adolescents is raging from α=0.70 to α= 0.85(Schutte et al., 1998). Additionally, it has also been reported on the sample of banking sector employees α=0.89 (Fida, Khan & Safdar, 2019) and economics science students α= 0.77 (Jonker &Vosloo,2008).

Narcissistic Personality Inventory (NPI). It was revised by Foster and Campbell as a self-reported measure (Foster & Campbell, 2007) based on criteria for the narcissism personality disorder of diagnostic and statistical manual (DSM-IV) (American Psychiatric Association, 2000). Initially, it was developed by Raskin and Terry (1988) to assess the sub-clinical individual differences in narcissism.NPI comprised of 17- items provided with five-point Likert-type rating scale, ranging from 1 *(Strongly Disagree)* to 5*(Strongly Agree).* This inventory can be used with normal youth, adult and clinical adult populations (Foster & Campbell, 2007; Prifitera& Ryan, 1984; Raskin et

al., 1988; Shulman & Ferguson, 1988). The narcissistic personality inventory takes 10 to 15 minutes to administer and can be useful to understand an individual's personality components i.e., authority, exhibitionism, superiority, exploitativeness, self-sufficiency, and vanity (Foster & Campbell, 2007). The reported Cronbach's alpha coefficients of the narcissistic personality inventory on the normal population were authority ($\alpha = .73$), exhibitionism ($\alpha = .65$), superiority ($\alpha = .54$), exploitativeness ($\alpha = .52$), self-sufficiency ($\alpha = .50$), vanity ($\alpha = .64$) and overall narcissistic personality inventory ($\alpha = .83$) (Raskin& Terry, 1988). Another study conducted by Ristic, Hedrih, and Stojiljkovic (2017) to establish the psychometric properties of narcissistic personality inventory on the normal population including both genders, reported high Cronbach's alpha reliability$\alpha = .87$.

Procedure

The sample was highly tied up in their hectic work schedules. Therefore, some affirmative steps have been taken. Firstly, a preliminary meeting was arranged with the participants individually in their respective offices. Secondly, they were enlightened with aims and objectives of the study, and their role as a participant. Thirdly, among them, who consented to take part in the study were invited to provide their responses through a computer-based application. A user-friendly link of survey questionnaires was meticulously developed. Individual login identifications and password were created to ensure the protection of data and the scales itself. After browsing the web-application participants were provided with instructions followed by research instruments. The instructions were prepared to guide the participants on self-help basis. For the research instrument each stimulus (statement) appeared on the screen along with five-point Likert type rating scale, participants have to mark their desired responses by selecting one of the provided options. Data collection was done in nine weeks. Afterward, responses were retrieved, scrutinized and organized for various analyses. Incomplete responses were omitted from the data before analysis.

Results

Reliability analyses indicated that both research instruments (SEITk= 33 and NPIk=17) are valid and reliable, having excellent alpha coefficient estimates i.e.,emotional intelligence α= 0.79and narcissism α= 0.82 on present the sample.

Frequency of the data indicated the distribution of demographic variables age range from 34 to 55 years(M= 45.17,SD= 5.06), gender (*males =81, females= 69*), marital status (*married= 150*), academic qualification (*graduation=58, master=54, MBA=38*) background (*urban= 90, rural= 60*), and work experience within the same organization (*5-10years =47, 11-20 years= 57, 21-30 years= 46*).

In Table 1, To scrutinize the relationship between emotional intelligence, narcissism and their sub-components, Pearson Product Moment correlation analysis was executed. Findings of the analysis depicted that emotional intelligence significantly associated with its sub-domains and sub-domains of narcissism such as authority and superiority. Furthermore, narcissism significantly associated with components of emotional intelligence i.e.,utilizing emotions, managing self-relevant emotions, and managing others' emotions.

In Table 2 and figure 1 , The standardized model fit indexes through confirmatory factor analysis indicated that the model is well fitted for the inter-relationships among the emotional intelligence, narcissism and their significant predictors among senior corporate executives with having impact of age and gender, $\chi2 = 107.96$ ($df = 52$, N=150), p<.05, RMSEA = .08, CFI = .90, GFI = .90 and TLI = .87. The value of chi-square is significant because of a greater degree of freedom, therefore by dividing the chi-square with the degree of freedom (χ^2/df), the obtained value is 2.55 which is acceptable for model fit (Hu et al., 1992).

In Table 3, Model 1 included demographic variables i.e., gender, age and work experience of the senior corporate executives. In this model executives' work experience was found to be a significant predictor of narcissism. In addition to that, the overall model-1 explained 6% of the variance in narcissism F(3, 146)=3.46, p<.05. In model-2 emotional perception, utilizing emotions, managing self-relevant emotions, and managing others' emotions(sub-components of emotional intelligence) were added after controlling the demographic variables. The findings depicted that emotional perception was found to be a negative significant predictor of narcissism, however, managing self-relevant emotions was a positive significant predictor of narcissism among senior corporate executives. Model 2 explained 11% of the variance in narcissism F(4, 142)=4.46, p<.001 accounted for by these variables.

In Table 4, the results of independent sample t-test exhibited that non- significant mean differences were found between male and female, urban and rural background of the executives on emotional intelligence and narcissism. Furthermore, the standardized values of Cohen's $d$showed non-significant differences in the comparison between two mean scores of males and females, urban and rural background in terms of emotional intelligence and narcissism.

Table 1

Correlation among Narcissism, Emotional Intelligence and their Sub-Scales (N = 150)

Variables	1	2	3	4	5	6	7	8	9	10	11	12
1. Emotional Intelligence	-	.84**	.78**	.86**	.84**	.27**	.52**	.08	.25**	-.03	.07	.13
2. Emotional Perception		-	.57**	.64**	.58**	.11	.42**	-.06	.11	-.07	-.04	.03
3. Utilizing Emotions			-	.61**	.54**	.19*	.35**	.08	.15	-.05	.06	.13
4.Managing Self-relevant Emotions				-	.61**	.32**	.47**	.11	.30**	.05	.16*	.15
5.Managing others' Emotions					-	.26**	.46**	.13	.25**	-.04	.06	.14
6. Narcissism						-	.53**	.66**	.87**	.58**	.68**	.69**
7. Authority							-	.21**	.39**	.02	.19*	.22**
8. Self-sufficiency								-	.49**	.29**	.41**	.30**
9. Superiority									-	.52**	.46**	.57**
10. Exhibition										-	.37**	.27**
11. Exploitativeness											-	.34**
12. Vanity												-

*Note. *p<.05. **p<.01.*

Table 2

Inter correlation among Emotional Intelligence, Narcissism and their Predictors(N = 150)

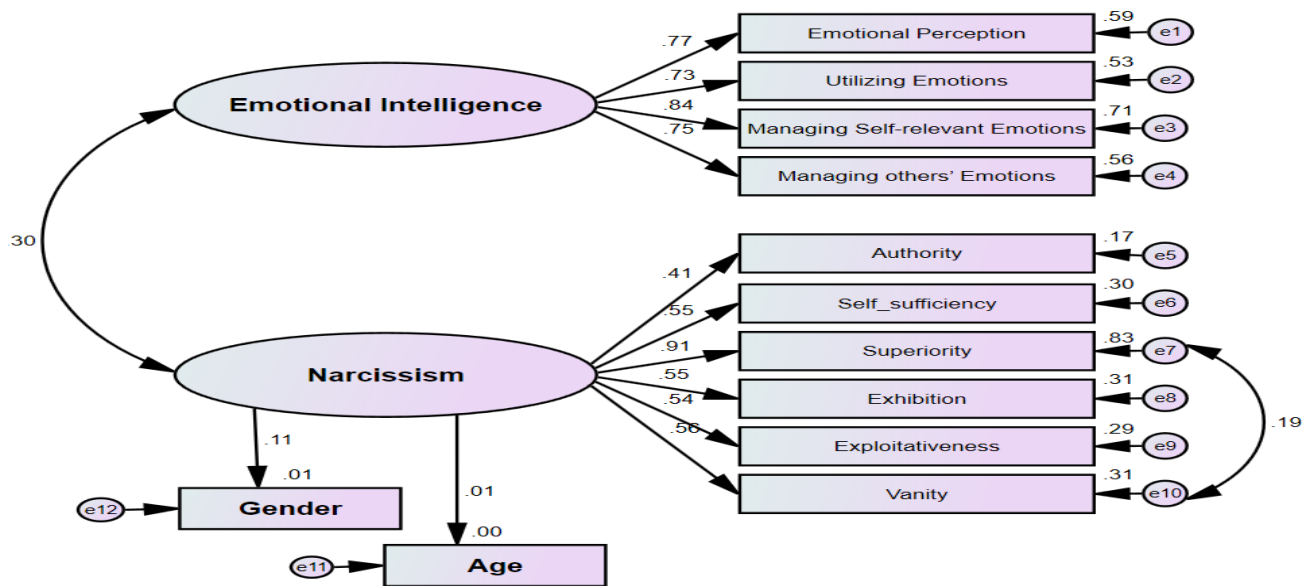| Model	χ^2	df	CMID/DF	RMSEA	CFI	GFI	TLI
Model-Fit Indices	107.96	52	2.07	.08	.90	.90	.87

*Note. *p=REMSEA < .01, *p=CMID<3.0*

Figure 1. Inter-correlations among Emotional Intelligence, Narcissism, and their Predictors by using AMOS.

Table 3

Hierarchical Regression Analysis Predicting Narcissism from demographic Variables (Gender, Age, Experience) and Emotional Intelligence (Sub-scales) (*N*=150)

	Narcissism	
Predictors	ΔR^2	β
Model-1	.06**	
Gender		.09
Age		-.04
Work Experience		.19*
Model-2	.11**	
Emotional Perception		-.22*
Utilizing Emotions		-.02
Managing Self-Relevant Emotions		.36*
Managing Others' Emotions		.14
Total R²	17**	

*Note. *p*<.05. **p*<.01.

Table 4

Mean Differences between Male, Female Senior Corporate Executives, and Living Background in terms of Emotional Intelligence and Narcissism (*N* = 150)

	Male (*n* = 81)		Female (*n* = 69)				95 % CI		Cohen's *d*
Variable	*M*	*SD*	*M*	*SD*	*t*(148)	*Sig*	*LL*	*UL*	
Emotional Intelligence	80.35	6.80	80.83	7.42	-.40	.75	-2.77	1.82	.06
Narcissism	9.45	1.46	9.45	1.30	.31	.68	-.37	.52	.01
	Urban Background (*n* = 90)		Rural Background (*n* = 60)						
Emotional Intelligence	80.31	6.56	80.96	7.82	-0.55	.18	-2.98	1.68	.09
Narcissism	9.30	1.30	9.60	1.49	-1.33	.59	-0.76	0.14	0.2

Note: ** *p*<.01, **p*<.05; *CI* = Confidence Interval. *LL* = Lower Limit. *UL* = Upper Limit.

Discussion

This research studied the correlation between narcissism and emotional intelligence in senior corporate executives. Correlation between narcissism, emotional intelligence, and their sub facets was measured through Pearson correlation analysis. The result showed a likely relationship between narcissism and emotional intelligence, an outcome that was supported by former studies as well(Foster and Campbell, 2005; Vernon et. al, 2011). A distinguishing characteristic of narcissism is its ability to manipulate any situation to one's own benefit, and to manipulate any social scenario one first must understand it. The theory of trait emotional intelligence, from which the measure under study was derived, was amongst the first ones to point out the negative aspects that excessive emotional intelligence can have (Petrides & Furnham, 2003; Schutte et al., 2008; Sevdalis et al., 2007). Narcissists with the help of emotional intelligence are able to portray their larger than life image thus making them emerge as a leader in a corporate setting where they can jolt the system into a new direction by damaging the previously established culture, and converting the masses towards their rhetoric through their charisma.

Narcissism also displayed a positive correlation with three sub-facets of emotional intelligence i.e. utilizing emotions, managing self-relevant emotions, and managing others' emotions, whereas, the remaining sub facet, emotional perception, showed absence of any significant (*p*<0.05) relationship. The relationship between narcissism and utilizing emotions was also studied in previous research (Hart et al., 2016; Hart et al., 2017; Hart et al., 2017).

Behaviors such as emotional regulation, impulsiveness, and stress management are deliberately altered to project the desired identity of power and privilege that helps the senior executive to maintain their narcissistic self-image. The relationship between narcissism and managing others' emotions is also justified by the apparent charismatic personality of the narcissistic individual that can interconnect assuredly and competently with people from diverse backgrounds. Moreover, the positive relationship between managing self-relevant emotions and narcissism was also corroborated in previous research (Zuckerman & O'Loughlin, 2009). In emotional intelligence, managing self-relevant emotions encompasses facets of happiness, self-esteem, and optimism. A narcissistic individual, by not being overly concerned with societal pressures and expectations. They have a higher sense of self and happiness. It makes them extremely confident in their abilities to achieve anything they desire which further brands them as 'obsessively optimistic individuals'. Findings provided the same indication, as 'managing self-relevant emotions' are the significant predictor of narcissism among Pakistani senior corporate executives. Generally speaking, Pakistan is a developing country with low literacy rates as well as technical skills (Nazli, 2001). The path to success is full of hardships and competition only overly optimistic individual is expected to grow. When a person arose to become an expert of the field, facing such hardships and competition, either by himself or through societal interactions or both reinforced a sense of pride that fortifying their self-relevant emotions eventually leading to narcissism. Subsequently, over the years it mutated the overall personality as well as traits to lead (Grapsas et al., 2020).

Authority, a sub facet of narcissism, also showed a positive relationship with emotional intelligence and all its sub-facets. Thinking of one's self as an individual with authority, and exercising authoritative behavior so that people listen to you and follow you requires a higher level of emotional intelligence, made up of all its sub-facets. This embracement of the authoritative role and it's resolute wielding is what ascends an ordinary individual to new and greater heights, and, in the end, to its ultimate demise.

Superiority, another sub-facet of narcissism, also showed a significant positive correlation with emotional intelligence, and two of its sub-facets i.e. managing self-relevant emotions and managing others' emotions. A narcissist's sense of superiority distorts their perception into grandiosity thus making them feel far above the regular individuals. This sense of superiority makes it easy for them to maintain their perceptive self-relevant emotions, an amalgamation of happiness, self-esteem, and optimism. Managing others' emotions, a merger of assertiveness, social awareness, and emotion management, helps a narcissistic individual to enforce their superior status over others, a feat also achieved with the help of emotional intelligence.

Managing others' emotions also correlated positively with exploitativeness. An individual's assertiveness, emotion management, and social awareness make it easier for them to understand the social intricacies of any interpersonal interaction and mold it to one's advantage. Other sub-facets of narcissism i.e. self-sufficiency, exhibition, and vanity did not display any significant correlation with emotional intelligence or any of its facets.

The positive predictive relationship between narcissism and work experience indicates that with the increase in work experience the narcissism in an employee might increase. With the increased experience, an employee gets more sure-footed in a workplace and becomes aware of the social intricacies of their workplace thus making their narcissistic traits more apparent. Emotional perception depicted a negative predictive relationship with narcissism. People with low emotional perception have a difficult time recognizing their internal emotional states and expressing them thus making it difficult to form rewarding personal relationships. People with narcissistic personality traits also have difficulty forming close relationships, and understanding and expressing their emotions thus making this negative relationship a just one.

No gender differences were found between emotional intelligence and narcissism, which is backed up by several researches previously done (Shehzad, & Mahmood, 2013; Meshkat, &Nejati, 2017; Fischer et al., 2018; Fida et al., 2018). Conclusively, no difference in narcissism and emotional intelligence was found when the living background, i.e. rural or urban background, of the employees was considered.

Limitations and Implications of the study

Organizations other than the corporate sector can also be included to make data more representative, as well as cities other than major cities of Pakistan, can also be included. Narcissistic leader, no matter how successful and charismatic they might be, if not aware of their shortcomings, can become pretty catastrophic for the organization they work in. Despite their charismatic personality invoking positive feelings in their fellows, they themselves are not very at ease with their personal emotions. They pay attention to only the kind of information they require and discard the contradictory point of view. They don't want to learn or even teach, in fact preferring only to indoctrinate. In corporate settings, these once appealing factors soon become a nightmare to encounter, and thus, to understand and regulate these kinds of behaviors, researches need to be done on these factors. The research under study is a valuable addition in not only native literature but also internationally.

Conclusion

This study reflected on the association between narcissism and emotional intelligence, their sub-facets, and differences on the basis of demographic variables. Its results suggested a significant positive relationship of narcissism with emotional intelligence and several of its facets such as utilizing emotions, managing self-relevant emotions, and managing others' emotions. Three sub-facets of narcissism, authority, superiority, and exploitativeness, also found a positive correlation with emotional intelligence or its facets, whereas, three sub-facets, that are self-sufficiency, exhibition, and vanity, did not find any significant relationship with emotional intelligence or its sub-facets. A positive predictive relationship of narcissism was found with work experience and managing others' emotions,

whereas, a negative one was found with emotional perception. In the case of gender differences, no differences were found between narcissism, emotional intelligence or employees' living background. This research will help in the native literature expansion on narcissism, emotional intelligence as well as corporate executives and leadership culture, and it will encourage corporates to look into the seemingly charismatic attitude of their executives and its potential implications.

Author Information

Affiliations

1. Assistant Professor, Department of Humanities, COMSATS Institute of Information and Technology Lahore campus, Pakistan.
2. Principal Clinical Psychologist, Department of Mental Health, Pakistan Society for Planned Parenthood (PSPP), Lahore, Pakistan.
3. PhD Scholar, Department of Psychology, GC University, Lahore, Pakistan.
4. PhD Scholar, Department of Psychology, GC University, Lahore, Pakistan.
Correspondence concerning this article should be addressed to Dr. Muhammad Kashif Fida, Department of Humanities, COMSATS Institute of Information and Technology Lahore campus, Pakistan.. Email: kashifida@gmial.com.

 Dr. Bushra Naz, Muhammad Zohaib Khan & Azkaa Safdar Department of Humanities, COMSATS Institute of Information and Technology Lahore campus, Pakistan..
Fida, K, M.(Assistant Professor)
E-mail: *kashifida@gmial.com*.

 Department of Mental Health, Pakistan Society for Planned Parenthood (PSPP), Lahore, Pakistan.
Naz, B. Principal Clinical Psychologist)

Department of Psychology, GC University, Lahore, Pakistan..

Khan, K, M.(PhD Scholar)
Department of Psychology, GC University, Lahore, Pakistan..
Safdar, A.(PhD Scholar)

Supplementary information

Abbreviations

M: Mean
SD: Standard Deviation
SEIT: Self-Report Emotional Intelligence Test
NPI: Narcissism Personality Inventory
DSM: Diagnostic and Statistical Manual
NPD Narcissistic Personality Disorder
MBA: Masters of Business Administration
Df: Degree of Freedom
RMSEA: Root Mean Square Error of Approximation
CFI: Confirmatory Fit Index
GFI: Goodness of Fit Index
TLI: Tucker Lewis Index

Availability of data and materials

The datasets used and/or analyzed during the current study are available from the corresponding authors on reasonable request.

Authors contributions

KF contributed to the study whole concept and study design. He was involved in writing the entire article including introduction, literature, discussion, conclusion and finalization of manuscript. KF finalize and edited the manuscript before submission.

BN conceptualized the idea, contributed to study design, completed the entire article, including introduction, literature, data interpretation and conclusion. BN performed critical revision of the manuscript. BN finalize and edited the manuscript before submission.

ZK contributed to the introduction, literature, data collection and data analysis process. He interpreted the analysis and formulated the results.

AS contributed to literature, study design, result formulation and discussion section. She interpreted the analysis and formulated the results. AS performed critical revision of the manuscript.

KF, BN, ZK and AS have read and approved the manuscript.

Ethics approval and consent to participate

The integrate study was approved by the National Institute of Psychology Review Board. Written consent was obtained from all participants.

Competing interests
The authors declare to have no competing interests.

Declaration Section

Ethics approval and consent to participate
An informed consent was obtained from all participants. They participated voluntarily in this study.

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