research parks publishing

Article

The role of Organizational Narcissism in enhancing Employee Well-being: An analytical study in the Ministry of Higher Education and Scientific Research in Iraq

Sinan Fadil Hamad

1. Ministry of Higher Education and Scientific Research, Administrative and Financial Department, Iraq
* Correspondence: rfgsnase@gmail.com

Abstract: The research aims to identify the role of organizational narcissism applied in public organizations and its role in developing and enhancing the behaviours and practices of employees that aim to achieve their well-being. The research was applied to the community of the departments of the Ministry of Higher Education and Scientific Research in each of (the Administrative and Financial Department, the Department of Construction and Projects, the Department of Studies, Planning and Follow-up, the Office of the Undersecretary of the Ministry for Administrative Affairs), through a deliberate sample consisting of (75) managers who hold the position of department managers and their assistants and division officials. The research questionnaire relied on collecting data. The data were processed using a set of descriptive and inferential statistical methods within the (AMOS) statistical program. The research came out with a set of results, the most important of which is the availability of the components of organizational narcissism that contributed significantly to raising and maintaining the enhancement of organizational well-being in the organization under research.

Keywords: Organizational Narcissism, Employee Well-being.

1. Introduction

Employee well-being has become a focus of attention for many organizations in the modern era, as employee well-being is a critical factor that greatly affects the overall performance of the organization, as employees' sense of well-being is linked to higher levels of productivity and job commitment. Among the factors affecting employee well-being is the role played by organizational narcissism within the organization. Organizational narcissism refers to behaviours and practices characterized by excessive self-focus and the pursuit of personal goals at the expense of collective goals. This trait may be evident in leadership or even in the general culture of the organization, where the interests of individual leaders are favoured at the expense of the well-being of the team as a whole. Although narcissism may have some negative aspects, such as promoting unhealthy competition and increasing psychological pressure on employees, it can be used positively to enhance employee well-being if managed wisely. When the leadership in the organization adopts a positive narcissistic approach, this can contribute to enhancing the self-confidence of employees, and increasing their sense of belonging and

pride in the organization. Narcissistic individuals who have a clear vision and great ambitions may motivate employees to achieve higher levels of performance and success, which leads to improving their well-being through achieving goals and mutual appreciation. In addition, organizational narcissism may contribute to creating a competitive but positive work environment. This environment may contribute to reducing stress and psychological stress by directing energies towards achievement and creativity, thus enhancing the well-being of employees in general. Therefore, organizational narcissism, despite its complexities and challenges, can be an effective tool to enhance the well-being of employees if it is applied in a balanced manner that enhances team spirit and cooperation while maintaining individual ambition. The reason for choosing the current research is due to the researcher's desire to identify the level of employees well-being in the Ministry of Higher Education and Scientific Research, especially since the researcher is part of the ministry's formations. From a scientific point of view, the researcher wants to reduce the research gap between organizational narcissism and employee well-being.

2. **Materials and Methods**

1. **Research Methodology**

1.1 The Problem of Research:

In light of the major transformations taking place in the work environments within government institutions, especially in the higher education and scientific research sector in Iraq, new challenges are emerging related to managing human resources and enhancing the well-being of employees. One of these challenges is organizational narcissism, as this behaviour may lead to varying effects on the well-being of employees. Workers within the ministry, as it can enhance a sense of accomplishment and belonging for some, while it may cause tension and stress for others. The research problem is to understand how organizational narcissism affects the well-being of employees in the Ministry of Higher Education and Scientific Research in Iraq. The research problem can be expressed more precisely through the following questions:

1. Does organizational narcissism lead to enhancing the well-being of employees of the Ministry of Higher Education and Scientific Research by motivating them to achieve high goals?

2. Does organizational narcissism contribute to creating a healthy work environment that increases psychological pressure and reduces the satisfaction of employees in the Ministry of Higher Education and Scientific Research in Iraq?

1.2 The Importance of Research:

The research contributes to deepening the academic understanding of the concept of organizational narcissism by studying its effects on the well-being of employees. The current research contributes to enriching the current literature related to organizational narcissism, and providing new insights into how this concept interacts with other factors such as the well-being of employees. The current research provides a theoretical and analytical framework for understanding the relationship between organizational narcissism and employee well-being, which contributes to enhancing academic knowledge about how leadership characterized by narcissism affects the internal dynamics of organizations. This can help researchers develop new theoretical models or improve existing models. It also provides The research adds value to the academic literature by presenting a case study from an Iraqi environment.

1.3 The Objectives of Research:

The research aims to achieve a number of objectives, the most important of which are:

1. Presenting a theoretical framework in an academic philosophical style regarding the research variables (organizational narcissism, employee well-being).

2. Identify the role that organizational narcissism plays in enhancing the well-being of employees.

3. Explain whether organizational narcissism contributes to creating a healthy work environment that increases psychological pressure and reduces the satisfaction of employees in the Ministry of Higher Education and Scientific Research.

1.4 Hypothetical Research Plan:

Figure (1) shows the hypothetical diagram of the relationship between the two research variables:

Source: From the work of the researcher.

Figure (1) Hypothetical diagram of the research
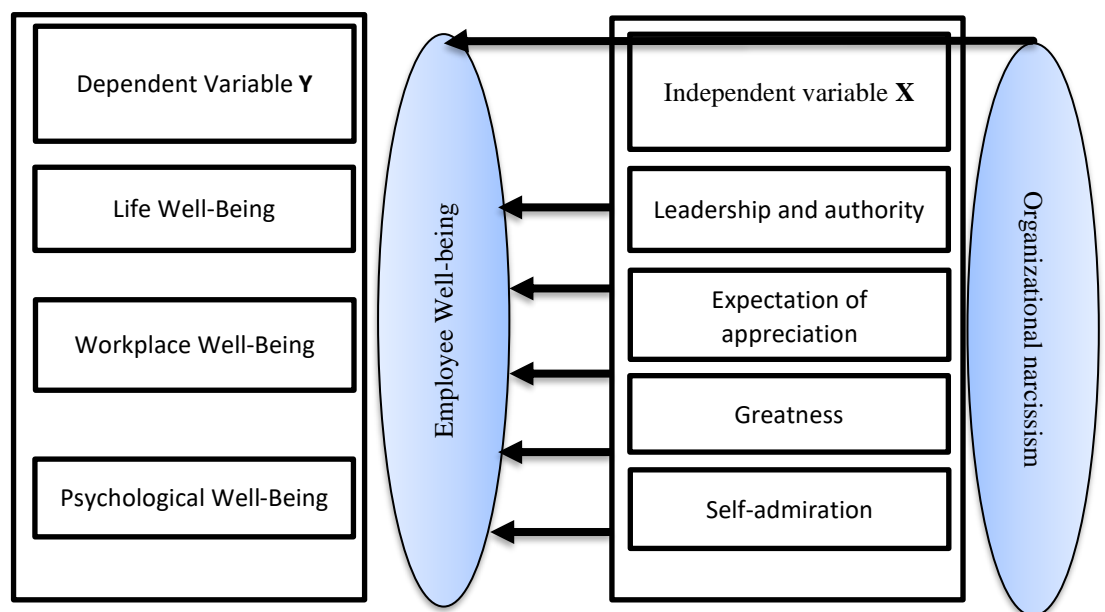
1.5 The Hypotheses of Research:

The first main hypothesis: There is a significant effect of organizational narcissism in its dimensions on the well-being of employees, and the following sub-hypotheses emerge from it:

- Leadership and authority significantly affect employee well-being.
- Expectation of appreciation has a significant effect on employee well-being.
- Greatness significantly affects the dimension of employee well-being.
- Self-admiration has a significant effect on employee well-being.

1.6 The Methodology of Research

The descriptive analytical method was followed in the current research, as the descriptive analytical method is one of the research methods that aims to understand and analyse specific phenomena or phenomena by describing them and analysing their details accurately.

Seventh: Methods of collecting data and information

The research data was collected in both its practical and theoretical aspects as follows:

1. The theoretical aspect:
   • Academic books
   • Scientific articles and peer-reviewed journals
2. The practical aspect:

Questionnaires were designed to collect quantitative and qualitative data from employees of the Ministry of Higher Education and Scientific Research. The questionnaire form allows for collecting information about employees' opinions and experiences regarding organizational narcissism and their well-being at work. The researcher distributed (100) questionnaire forms and retrieved (75) questionnaires that were suitable for statistical analysis. (20) questionnaires were neglected because the answers were not completely met. The researcher used a five-point Likert scale, and the answers were limited to (1) to (5).

Table (1) shows the standards that were adopted in the current research:

No.	Variables	Dimensions	Number of paragraphs	Scale for dimensions and paragraphs
1	Organizational Narcissism	Leadership and Authority	5	(Hamedoglu & Potas, 2012)
		Expectation of Appreciation	5	
		Grandiosity	4	
		Self-Admiration	5	
2	Employee Well-Being	Life Well-Being	5	(Zheng et al., 2015)
		Workplace Well-Being	5	
		Psychological Well-Being	5	

2. Theoretical Aspect

2.1 The Concept of Organizational Narcissism

Narcissism is a personality trait characterized by an inflated sense of self, a strong sense of entitlement, excessive vanity, and a psychological need for constant attention from others. This trait can motivate individuals to pursue entrepreneurial ventures, self-actualization, and to attain positions of power, authority, and self-esteem (Yu et al., 2020: 502). Organizational narcissism is a recent strategic behavior that has received significant attention in research and business applications. Organizational narcissism refers to an organizational identity characterized by a sense of grandiosity and a constant need for admiration. In addition, organizational narcissism contributes to creativity and information seeking, which aids in securing economic resources from external sources. (Pertuz-Peralta et al., 2022: 142).

Psychologists were the first to recognize narcissism as a disorder of the personality, and according to the "Diagnostic and Statistical Manual of Mental Disorders" (DSM), the main features of this disorder are "a pervasive pattern of grandiosity in imagination or behavior, a need for admiration, and a lack of empathy" (Helfrich & Dietl, 2019: 265). The concept of narcissism comes from Narcissus, who in Greek mythology sees his reflection in water and falls in love with himself and consumes his life by watching this lover who will never reach him (Kanbur, 2018: 171). The concept of narcissism is named after the story of Narcissus in mythology, and narcissism is closely linked to feelings of self-love, a sense of distinction, and self-satisfaction. Narcissism is defined in the literature of psychiatry as the exploitation of possible means to understand the behavior of individuals. The concept of narcissism has become part of management and organizational studies, where it is used to understand the behavior of individuals and to generate knowledge about how organizations are managed and the need for collective entities to maintain a positive sense of self (Crevani & Hallin, 2017 : 434) ; (Hamedoğlu, 2019 : 150). However, research on organizational narcissism and its effects on organizational outcomes has only recently emerged (Cragun et al., 2020 : 910).

Organizational narcissism is broadly defined as an exaggerated sense of self-importance, and recent theories on organizational narcissism suggest that the grandiosity often associated with narcissism operates independently of entitlement in relation to employee behavior (Klimchak et al., 2016 : 388). As a dark personality type in the traditional sense, organizational narcissism has been extensively researched by organizational behavior experts in recent years, however, studies have suggested that organizational narcissism may have negative behavioral consequences for employees in an organization (Yu et al., 2022 : 1).

Organizational narcissism acts as a dark trait that is counterproductive to productivity by making team leaders willing to refuse to give up decision-making power, however, it can be a productive trait on the part of team members when it enables them to take empowering actions (Han et al., 2020: 1220). The researcher defines organizational narcissism as a leadership behavior characterized by excessive self-focus and self-interest within the organization, where leaders pursue their individual goals at the expense of collective goals, which may affect work dynamics and employee well-being.

2.2 Dimensions of Organizational Narcissism

The study (Nevicka & Sedikides, 2021) indicated that organizational narcissism can be measured through three dimensions: (leadership and authority, grandiose display, entitlement and investment). While (Hamedoglu & Potas, 2012) indicated that the dimensions of organizational narcissism are represented by the following dimensions (leadership and authority, expectation of appreciation, greatness, and self-admiration).

The researcher agrees with the dimensions stated by (Hamedoglu & Potas, 2012) as they are the most appropriate and the place where the research can be applied. These dimensions can be clarified as follows:

2.2.1. Leadership and authority:

The topic of leadership has been studied extensively because leadership style affects the effectiveness of any organization, and this is one of the reasons why studies focus on exploring ways to improve management and selecting leaders who demonstrate the skills and abilities necessary to perform such roles successfully (Leancă, 2024: 1). Leadership styles may differ from a different perspective, as leaders have the necessary authority to force others to act, and they also have the necessary authority to influence the followers working for them (Koçak, 2019: 660). Power is an inherent and distinctive feature of leadership, as leaders have authority over resources, decision-making, rewards and punishments, and hiring and firing (Davis, 2020: 3). Leadership can be defined as a process in which an individual influences many people to achieve goals that reflect a common vision. Leadership style also plays an important role in shaping the employees' experience, including their experience of the requirements and resources provided to them by their leaders. (McKenna & Jeske, 2021: 200).

The researcher defines leadership as the ability to direct individuals or groups to achieve common goals, while authority represents the legal or actual ability to influence.

2.2.2. Expect of appreciation

Appreciation indicates that one appreciates another person. Appreciation reflects a positive evaluation that recognizes one's worth as a person, achievements, behaviors, or qualities. There are not many studies examining esteem as a stand-alone concept, but rather esteem has often been investigated as an element of other concepts (Pfister et al ., 2020: 466).

Often, appreciation is expressed through terms like respect, esteem, acknowledgment, or recognition, all of which reflect the core concept of valuing an individual. More specifically, appreciation involves acknowledging and valuing a person's positive attributes (Auer et al., 2024: 2). The process of appreciating employees in the organization is one of the basic elements related to increasing employee participation, as studies have shown the significant positive impact that employees' feeling of appreciation has on the work of organizations (White & George, 2022: 26). In addition, frequent appreciation for employees' contributions builds a culture of gratitude, as work teams expressing their appreciation on a regular basis increases the sense of belonging to the organization (Hamrick & White, 2020: 163).

The researcher believes that the expectation of appreciation is that the organization recognizes employees' performance and efforts through rewards, promotions, or incentives, which enhances commitment and job satisfaction.

2.2.3. Greatness

Grandiosity is a relatively stable personality trait marked by heightened self-confidence, a propensity for risk-taking and impulsiveness, an inflated perception of one's own abilities, a strong sense of entitlement, a tendency to exploit others for personal gain, and a readiness to display hostility when confronted or challenged (O'Reilly & Chatman, 2020 : 1). Grandiose narcissists can be characterized in several ways. Primarily, they possess an inflated sense of self-importance, believing themselves to be exceptional and superior to others, particularly those who are creative, competent, or intelligent. Often, they view their own ideas as superior and believe that only they have the unique capability to solve complex problems (Wirtz & Rigotti, 2020 : 560). Grandiosity in narcissists may be annoying, but it is more likely to have a positive effect in response to minor personal transgressions or the tendency to take advantage of others is the reason behind narcissists' good reputation (Brunell & Davis, 2016: 230). Grandiose narcissists are typically characterized as extroverted individuals with relatively high self-esteem and low levels of neuroticism. In contrast, vulnerable narcissists tend to exhibit low self-esteem and high levels of neuroticism at work (Braun, 2017: 5).

The researcher believes that grandiosity is a positive feeling that refers to thoughts or behaviors that enhance optimism, confidence, and well-being. Grandiose narcissists also focus on constructive and useful aspects that contribute to achieving good results and improving the quality of life.

2.2.4. Self-Admiration

Self-admiration has been described as a dimension of organizational narcissism. Self-admiration serves the central narcissistic goal of acquiring and maintaining an inflated view of the self, and self-admiration reflects the maintenance of a grandiose sense of self for narcissists (Shaker & Alnoori, 2023: 2846). Although narcissism is generally viewed as a bad or at best neutral trait (Holtzman, 2018: 175). However, self-admiration refers to workers displaying their abilities to those around them and allowing themselves to be appreciated by others, and this is specifically reflected in them being outwardly lively, open, confident, and enthusiastic about helping others in the process of interpersonal communication (Liu et al., 2022: 2).

The researcher believes that self-admiration indicates the organization or its leaders' feeling of their own superiority, which leads to excessive self-focus and underestimation of the contributions of others or external cooperation.

2.3 The concept of employee well-being

Employee well-being has long been a critical focus for organizations, given its significant impact on factors such as absenteeism and employee turnover. There are several reasons why employee well-being holds a central position in organizational research, the most important of which is enhancing employees' commitment to the organization and raising the level of individual performance (Singh & Jha, 2022: 233).

Research on employee well-being is extensively documented in organizational studies. However, a thorough understanding, clear conceptualization, and precise definition of employee well-being remain largely ambiguous and unresolved. According to the New Oxford Advanced Learner's Dictionary, the term "well-being" can be defined as a state of well-being. and health and happiness (Pradhan & Hati, 2022: 387). Scientific discussions regarding worker well-being began fairly long ago when the World Health Organization defined employee well-being as a holistic state of comprehensive physical, mental, and social well-being, emphasizing that it involves more than just the lack of illness or disability (Jaskeviciute et al., 2021: 119).

Recent studies have increasingly emphasized the importance of employee well-being, responsibility for work, and leadership in the organizational environment. Employee well-being is one of the main factors that not only determines the effectiveness of organizations in the long term but is also one of the basic sources of employee productivity (Stankevičienė et al., 2021: 989). . In a related context, employee well-being is considered, as organizations strive to foster enabling environments to enhance employee well-being (Heffernan et al., 2022: 172).

Employee well-being is conceptualized as a comprehensive concept encompassing an individual's mental and physical health, overall job satisfaction, the pleasure they derive from their work, and the quality of reactions with supervisors and colleagues (Duan et al., 2020: 426). While Wang et al., 2021: 3 defined employee well-being as a comprehensive assessment of people's feelings and attitudes toward their lives, employee well-being is a qualitative assessment of employees' feelings and performance at work. In a related context, the efforts of organizations to enhance employee well-being arise from the concept of corporate social responsibility, which reflects the initiatives taken by the organization to make a positive influence on society and enhance its overall well-being. A key objective of these initiatives is to optimize the positive impacts and minimize the negative effects on the environment in which the organization operates (Juchnowicz & Kinowska , 2021: 2).

The researcher defines employee well-being as a state in which employees enjoy a healthy work-life balance, in addition to a supportive work environment that includes health care, appreciation, motivation, and professional development, which enhances their productivity and satisfaction.

2.4. Dimensions of Employee Well-being:

Employee well-being is essentially "a pleasant or positive emotional state resulting from an individual's evaluation of his or her work or job experiences." Recognizing the importance of well-being, Koon & Hot (2021: 83) suggested that researchers should examine the different dimensions of well-being to expand knowledge and depth in this field. The dimensions of employee well-being are divided into job satisfaction, psychological well-being, subjective well-being, and work-related affect.

The study (Marin-Garcia & Bonavia, 2021: 4) indicates that the main dimensions of employee well-being are (psychological well-being, physical well-being, and social well-being). Also, a study (Samad et al., 2022: 61) indicated that employee well-being is measured through (emotional well-being, fatigue, activity, enthusiasm, and dissatisfaction). While the study (Zheng et al., 2015: 630) indicates that the dimensions of employee well-being are represented by (life well-being, workplace well-being, and psychological well-being). The researcher agrees with what was reported in the study (Zheng et al., 2015) as it is the most appropriate and the place where the research can be applied. These dimensions can be clarified as follows:

2.4.1 Life well-being

Life well-being reflects individuals' satisfaction with their lives and how close they are to achieving their ambitions in life, and their endeavor to change their way and lifestyle for the better (Jalal, 2021: 269). Life well-being is referred to as a combination of excitement and happiness and indicates a stable state. In contrast, poor life well-being contributes poorly to the organization's performance (Ejaz et al., 2022: 313).

Well-being, defined as a positive psychological state derived from an individual's perception and assessment of life, has recently garnered significant interest from both practitioners and researchers. This concept of well-being is multifaceted, encompassing dimensions of physical, rationalistic, social, and materialistic well-being, and is generally associated with felicity and overall quality of life (Benraiss-Noailles & Viot, 2021: 609). Achieving life well-being depends on the cognitive component of individuals, that is, the conscious evaluation of all aspects of their lives, and the emotional component, that is, the feelings of individuals resulting from the experience of positive or negative emotions as a reaction to life (Kundi et al., 2020: 739).

The researcher defines life well-being as the state of general satisfaction that individuals feel with their lives, and includes achieving ambitions, work-life balance, and the ability to improve lifestyle in a way that enhances happiness and well-being.

2.4.2. Workplace well-being

Workplace well-being is one of the components of implementing subjective well-being in the work environment. Workplace well-being, which will have an impact on employee well-being, is a key factor in determining long-term sustainability in the organization. Workplace well-being is a commitment, because improving workplace well-being will have a positive impact. on overall performance (Aryanti et al., 2020: 605).

Organizations have begun to realize that workplace well-being is a major factor in competitiveness, as employee experience and loyalty have a fundamental impact on the organization's performance, and organizations that pay attention to workplace well-being can gain a competitive advantage in the long term (Gelencsér et al., 2023: 2). According to (Alagaraja, 2020: 3), workplace well-being reflects a feeling of satisfaction, and means developing as a person, self-actualization, and contributing to society. If individuals are to experience well-being in the workplace, the conditions necessary to thrive and do well are vital. They must be These conditions are good or at least satisfactory for happiness and health. Workplace well-being is very important for employees because it positively affects the performance of employees and the organization, and according to (Khairunisa & Muafi, 2022: 12) workplace well-being is a feeling of well-being that workers get from their work and is linked to employees' general feelings about their workplace. The researcher points out that workplace well-being means creating a comfortable and

supportive work environment that enhances the mental and physical health of workers, including job security, appreciation, work-life balance, and providing resources that contribute to well-being.

2.4.2. Psychological well-being

Advances in positive psychology have sparked a growing interest in psychological well-being across multiple disciplines. This increased attention has led to a polarized approach in the scientific literature, presenting two distinct perspectives on the construct. The first perspective views psychological well-being as the outcome of an internal state experienced by the individual on a subjective, temporal level, linked to higher levels of mental well-being. of positive affect and life satisfaction. In contrast, the second perspective conceptualizes psychological well-being as a process of self-actualization, where individuals undergo a developmental journey over time (De-Juanas et al., 2020 : 2).

Psychological well-being is a broad concept that refers to individuals' valuable experience. According to (Kundi et al., 2020: 739), psychological well-being is a subjective term that describes people's happiness, the fulfillment of desires, satisfaction, abilities, and the accomplishment of tasks. Psychological well-being has been defined in different ways, and although its exact content and features are contested and evolving with empirical research and new theoretical models, two main viewpoints characterize its core features (Kim et al., 2021: 3).

Psychological well-being has also been defined as the development of an individual's true potential. Psychological well-being is the result of a good life and is an important factor in employees' successful adaptation to life in the organization. For this reason, psychological well-being includes many dimensions such as self-acceptance, positive relationships, and independence (Morales-Rodríguez et al. al., 2020: 2). The researcher believes that psychological well-being refers to a state of internal balance and emotional satisfaction, where the individual feels happiness, self-worth, and the ability to deal with life's challenges positively and effectively.

2.5 The relationship between organizational narcissism and employee well-being

The topic of employee well-being among narcissistic individuals has long been complex and somewhat ambiguous. On one hand, narcissism is linked to traits such as openness, a proactive orientation, hopefulness, and sensitivity to rewards, which implies that narcissistic individuals within organizations may experience relatively positive emotional states and exhibit high emotional well-being. On the other hand, narcissism is also associated with unstable and highly variable emotional states, with earlier conceptualizations of organizational narcissism highlighting key aspects that impact employee well-being (Scharbert et al., 2024 : 3).

Narcissism in the organizational context has received increasing research attention over the past few decades, and the introduction of short instruments has led to measuring levels of narcissism in healthy people. On the other hand, organizational narcissism has been associated with lower levels of employee well-being, contextual and personal performance, as well as deviance in the workplace (Wirtz & Rigotti, 2020: 556). The term job-based well-being is used to measure positive and negative emotions or feelings experienced in response to different components of a job. This variable emphasizes two domains of positive emotions (feeling comfortable, easy, calm, content, euphoric, feeling energetic and spirited) and negative emotions (anxiety, boredom, depression, hate, fatigue, panic). Employee well-being includes feeling pleasure, making things happy, achieving goals, feeling fulfilled wants and needs, feeling satisfied with oneself, feeling positive emotions while performing duties and responsibilities, and feeling satisfied with oneself and responsibilities. Life, according to some researchers, narcissism has a

multidimensional structure and consists of four dimensions, which are job satisfaction, the organization's respect for employees, supervisor's attention, and work interference in personal life (Nafardastgerdi & Farhadi, 2024: 138). The researcher believes that the relationship between organizational narcissism and employee well-being is often negative, as organizational narcissism leads management to focus on the self and personal achievements rather than the needs of employees. This trend reduces support and motivation, which negatively affects employees' well-being and increases psychological stress and low job satisfaction.

3. The practical side

3.1 the validity and reliability of the standards

1. Testing the validity of the measurement

To ensure the validity of the study tool to achieve the purpose of its preparation in measuring its variables and dimensions according to what was planned, the researcher worked on conducting many tests to verify the extent of its validity and stability, so that simplicity and clarity were taken into account when preparing the questionnaire, formulating all its questions, and arranging its paragraphs. The validity and reliability of the study questionnaire was tested to verify the tool's ability to measure its variables according to the standards that were developed for it. In order to obtain accurate and objective data and achieve this, the questionnaire was subjected to many tests before and after distributing it to the respondents, so that two types of tests were conducted on it. Honesty before distributing it to the sample members:

3.1.1. Apparent validity

Ensuring the ability of the study tool to measure all variables. The apparent validity test was conducted for the questionnaire's paragraphs after its preparation, and by presenting it to a group of specialized arbitrators to ensure the validity of the paragraphs and their suitability to the study's hypotheses and objectives, and the clarity of its expressions, level of focus, and lack of dispersion. In a way that helps the respondent to give an accurate answer, and after knowing their opinions and suggestions, whether deleting, adding, or modifying according to what they recommended, the questionnaire becomes ready for adoption in the intended measurement process.

3.1.2. Reliability of the scales and coding of their variables

ensuring the reliability of the study tool used. The Cronbach's Alpha scale was used, and it was found that the value of the alpha coefficient reached (96%), which is greater than (70.0%), which indicates the validity and strength of the study tool used, and thus It can be re-applied to the same population and sample in other periods, or applied to another population and sample. Table (2) explains this:

Table (2) Reliability measurement for the study variables and their dimensions

Variables	Dimensions	Symbols used	Cronbach's alpha coefficient	Alpha coefficient for all dimensions combined
Organizational Narcissism	Leadership and Authority	1-5	0.804	
	Expectation of Appreciation	6-10	0.745	
	Grandiosity	11-14	0.788	
	Self-Admiration	15-19	0.837	0.96
Employee Well-Being	Life Well-Being	20-24	0.854	
	Workplace Well-Being	25-29	0.867	
	Psychological Well-Being	30-34	0.831	

Source: Prepared by the researcher based on the statistical analysis program (SPSS) version (26).

3. **Result**

This part includes a description and diagnosis of the variable of organizational narcissism and employee well-being. It included a width of the arithmetic means, standard deviations, response level, and relative importance of the questionnaire items. The classification of answers is based on the arithmetic averages and their alignment with the categories specified in the table, utilizing a five-point Likert scale (ranging from "Strongly Agree" to "Strongly Disagree") used in the questionnaire. To determine the appropriate category, calculate the range of the scale (4, from 1 to 5) and divide it by the number of categories (5), resulting in an interval of 0.80 (4/5). Add this interval (0.80) to the lower limit of the scale (1) or subtract it from the upper limit of the scale (5), as illustrated in the table:

Table (3): Degrees and levels of evaluation of computational media

Estimating grades	Answer level
1-1.80	Very low
1.81-2.60	Low
2.61-3.40	Moderate
3.41-4.20	High
4.20-5.00	Very high

Source: From the work of the researcher.

3.1. Description, explanation, and personification of the organizational narcissism variable in general:

Table (4) shows the results of descriptive statistics for the organizational narcissism variable, which is measured through (19) questions. The overall arithmetic mean for this variable reached (3.95), the standard deviation reached (.48), the coefficient of variation reached (12.15%), and the relative importance reached (79%). These results indicate that the organizational narcissism variable has attained a high degree of importance according to the answers of the individuals surveyed. As for the relative importance of each dimension of organizational narcissism, the greatness dimension ranked first, with its relative importance reaching (81.6%). Then the expectation of appreciation dimension came in second place, with its relative importance reaching (79.4%), the self-admiration dimension ranked third, with its relative importance reaching (78.2%), and the leadership and authority dimension ranked fourth, with its relative importance reaching (77.4%). And the table (3) The order of relative importance of the independent variable, organizational narcissism, is explained based on weighted arithmetic means:

Table No. (4) shows the descriptive statistics for the dimensions of the organizational narcissism variable

Variables	Arithmetic mean	Standard deviation	Coefficient of variation	Relative importance	Arrange dimensions
Leadership and Authority	3.87	0.55	14.21%	77.4%	4
Expectation of Appreciation	3.97	0.49	12.34%	79.4%	2
Grandiosity	4.08	0.57	13.97%	81.6%	1
Self-Admiration	3.91	0.53	13.55%	78.2%	3
Overall rate of organizational	3.95	0.48	12.15%	79%	

narcissism variable					

3.2. Description, explanation, and personification of the employee well-being variable in general:

Table (5) shows the descriptive statistics of the variable of employee well-being and its sub-dimensions in general with an arithmetic mean of (3.89) and a standard deviation value of (0.53) and a coefficient of variation of (13.52%). This indicates that the variable has been rated with high importance according to the responses provided by the sample members. The results reflect a significant level of agreement among the sample members surveyed regarding the presence of well-being paragraphs in the field. This indicates that the Ministry of Higher Education is clearly interested in well-being in the workplace in terms of life well-being, workplace well-being, psychological well-being, and achieving what is necessary to avoid and reduce the negative impact and its negative results on the organization in general. This enhances the overall performance of individuals and brings positive results at the level of the organization and individuals by using wellness and well-being programs in the workplace, which achieves and achieves goals with all efficiency and sincerity. As for the general arrangement of the dimensions of the field worker well-being variable, which reflects the extent of the Ministry of Higher Education's interest in the study sample in these dimensions, they were arranged as follows (psychological well-being, workplace well-being, life well-being) respectively:

Table No. (5) shows the descriptive statistics for the dimensions of the worker well-being variable

Variables	Arithmetic mean	Standard deviation	Coefficient of variation	Relative importance	Arrange dimensions
Life Well-Being	3.68	0.68	18.54%	73.55%	3
Workplace Well-Being	3.98	0.57	14.36%	79.63%	2
Psychological Well-Being	4.00	0.50	12.44%	80.05%	1
Overall rate of organizational narcissism variable	3.89	0.53	13.52%	77.74%	

3.3 Testing the research hypotheses

Before the effect hypotheses testing, it is essential to understand the nature and strength of the relationships between the variables through a correlation matrix. Initially, the correlation matrix (Pearson) was used to assess the strength and nature of

these relationships between the research variables, providing preliminary evidence of associations between the research variables. This is illustrated in the following table:

Table No. (6) shows the correlation matrix between the research variables

Correlations

		Organizational Narcissism	Employee Well-Being
Organizational Narcissism	**Pearson Correlation**	1	.810**
	Sig. (2-tailed)		.000
	N	75	75
Employee Well-Being	**Pearson Correlation**	.810**	1
	Sig. (2-tailed)	.000	
	N	75	75
**. Correlation is significant at the 0.05 level (2-tailed).			

Source: Prepared by the researcher based on the statistical analysis program (SPSS) version (26).

It is observed from the Pearson correlation coefficients matrix between the research variables that all the correlation coefficients displayed in Table (6) indicate that there is a significant relationship between the research variables, and this furnishes preliminary evidence for testing the hypotheses concerning the influence and the mediation among the research variables.

The correlation value between organizational narcissism and employee well-being reached (0.810) at a significance level (0.05), and it is noted that the correlation relationship was positive, strong and significant.

3.4. Testing the effect hypotheses:

To test the hypothesis that "organizational narcissism significantly affects employee well-being", the analysis will be conducted using a simple linear regression model as outlined below:

$$Y = \alpha + \beta (X)$$
$$Y = 0.358 + 0.893 (X)$$

The calculated (F) value of organizational narcissism on the well-being of employees was (139.667), which is greater than the tabular (F) value of (1.664) at a significance level of (0.05). Accordingly, we accept the hypothesis that states "there is a significant effect of organizational narcissism on the employees well-being," at a significance level of (5%), that is, with a degree of confidence (95%), and with a coefficient of determination (R^2) value of (0.657), it is clear that organizational narcissism explains about (66%) of the changes in employee well-being, while the remaining (34%) are due to other variables not included in the research model. The marginal slope coefficient (β) value of (0.893) indicates that a one-unit increase in organizational narcissism leads to an (89%) increase in employee well-being. The value of the constant (α) in the equation was (0.358), which means that when organizational narcissism equals zero, employee well-being will not fall below this value.

3.4.1. Testing the first sub-hypothesis:

To test the hypothesis that "leadership and authority significantly affect employee well-being", the analysis will be conducted using a simple linear regression model, as detailed below:

$$Y = 1.365 + 0.651 (X)$$

The F value calculated between the dimension of leadership and authority and the well-being of employees was (63.226). It is greater than the tabulated (F) value of (1.664) at the significance level of (0.05). Accordingly, we accept the hypothesis which states

(there is a significant effect of leadership and authority on the well-being of employees) at the significance level of (5%), that is, with a degree of confidence (95%).). Through the value of the coefficient of determination (R^2) of (0.464), it is evident that leadership and authority account for approximately (46%) of the variables in employee well-being, while the remaining (54%) is attributed to other variables not included in the research model. Additionally, the value of the slope coefficient (β), which is (0.651), indicates that a one-unit increase in leadership and authority will lead to a 65% increase in employee well-being. The constant term (α) in the equation is (1.365), meaning that when leadership and authority is zero, employee well-being will not fall below this value.

3.4.2. Testing the second sub-hypothesis

To test the hypothesis that "expectation of appreciation has a significant effect on employee well-being", the analysis will be conducted using a simple linear regression model as outlined below:

$$Y = 0.898 + 0.752 (X)$$

The value of (F) calculated between the dimension of expectation of appreciation in the employee well-being was (72.705). It is greater than the tabulated (F) value of (1.664) at the significance level of (0.05). Accordingly, we accept the hypothesis which states (there is a significant effect of the expectation of appreciation on the well-being of workers) at the significance level of (5%), that is, with a degree of confidence (95%). Through the value of the coefficient of determination (R^2) of (0.499), it is evident that the expectation of appreciation accounts for 50% of the changes in employee well-being, while the remaining 50% is attributed to other variables not included in the research model. Additionally, the value of the slope coefficient (β), which is 0.752, indicates that a one-unit increase in the expectation of appreciation will lead to a 75% increase in employee well-being. The constant term (α) in the equation is 0.898, meaning that when the expectation of appreciation is zero, employee well-being will not fall below this value.

3.4.3 Testing the third sub-hypothesis

To test the hypothesis that "greatness significantly affects the dimension of employee well-being", the analysis will be conducted using a simple linear regression model as outlined below:

$$Y = 1.194 + 0.659 (X)$$

The F value calculated between the greatness dimension in employee well-being was (75.604). It is greater than the tabulated (F) value of (1.664) at the significance level of (0.05). Based on this, we accept the hypothesis that "greatness has a significant impact on employee well-being" at a significance level of (5%), which corresponds to a (95%) confidence level. The coefficient of determination (R^2) of (0.509) indicates that greatness explains approximately (51%) of the variance in employee well-being, while the remaining (49%) is attributed to other variables not included in the research model. Additionally, the slope coefficient (β) of (0.659) suggests that a one-unit increase in greatness leads to a (66%) increase in employee well-being. The constant term (α) in the equation is (1.194), meaning that when greatness is zero, the dimension of employee well-being will not fall below this value.

3.4.4. Testing the fourth sub-hypothesis

To test the hypothesis that "self-admiration has a significant effect on employee well-being", the analysis will be conducted using a simple linear regression model as outlined below:

$$Y = 0.763 + 0.800 (X)$$

The calculated value of F between the dimension of self-admiration and employee well-being is (130.490). This value is greater than the tabulated F value of (1.664) at a significance level of (0.05). Based on this, we accept the hypothesis that "self-

admiration has a significant effect on the dimension of employee well-being" at a significance level of (5%), corresponding to a (95%) confidence level. The coefficient of determination (R²) of (0.641) indicates that self-admiration explains approximately (64%) of the variance in employee well-being, while the remaining (36%) is attributed to other variables not included in the research model. Additionally, the slope coefficient (β) of (0.800) suggests that a one-unit increase in self-admiration leads to an (80%) increase in employee well-being. The constant term (α) in the equation is (0.763), meaning that when self-admiration is zero, the dimension of employee well-being will not fall below this value. Tables (7) illustrates it.

Table (7) Analysis of the impact of organizational narcissism dimensions on employee well-being

Dimensions of Organizational Narcissism	Dependent variable	Constant term value (α)	Marginal slope coefficient value (β)	Coefficient of determination (R²)	Calculated (F) value	Tabular (F) value	Sig	Meaning
Leadership and Authority		1.365	0.651	0.464	63.226		0.000	Sig.
Expectation of Appreciation	Employee Well-being	0.898	0.752	0.499	72.705		0.000	Sig.
Grandiosity		1.194	0.659	0.509	75.604	1.664	0.000	Sig.
Self-Admiration		0.763	0.800	0.641	130.490		0.000	Sig.
Organizational Narcissism		0.358	0.893	0.657	139.667		0.000	Sig.

Source: Prepared by the researcher based on the statistical analysis program (SPSS) version (26).

4. Conclusion

1. The conclusions of the descriptive statistics indicated that the NSC was highly important (79%) among the respondents, indicating that this attribute had a significant impact in the working environment and the behaviors of the Organization.
2. Greatness dimension has been the highest ratio of the importance of 8.86%, indicating that individuals see this dimension as the most effective regulatory narcificial aspects, where the sense is concerned with excellence and excellence.
3. Although all the normal narcissical dimensions are very highly important, there is a difference in their order, where he came after leadership and salad ranked 79.4%, indicating that the impact of authoritarian leadership may be less compared to other dimensions.
4. The results of the methods of statistics indicate that the Ministry of Higher Education is clearly linked to the well-being of the workers, where the relative importance of the nuclear service-netting (77.74%), reflecting a high consequence among sample members about a good level of well-Being programs.
5. The ranking of the employee well-being dimensions showed that psychological well-being came first, indicating that the sample considers this dimension to be the most important, and reflects the Ministry's focus on promoting the mental health of employees as a priority to improve overall performance.

6. Paying attention to the well-being of psychological and well-being of the workplace and the well-being of life contributed to the promotion of general performance and increasing the efficiency of workers and their sincerity, resulting in the achievement of the greatest orientation and more negative effects on the Organization.

5. Recommendation

1. In view of the psychological well-being, the first phase of the psychological health and the psychological support of the workers is subsequently reinforced, which enhances performance and reduces pressure.
2. Although the dimension of leadership and authority has received less relatively important comparison of other dimensions, it is important to promote balanced driving methods that take into account the needs of employees and reduce the authoritarian trends that may affect negatively to their wellness.
3. Due to the importance of the well-being of the workplace in promoting the satisfaction and production of workers, it is recommended to continue to develop supportive business environments, including flexibility in working hours, comfortable spaces, and professional development opportunities, which increases the commitment of workers and sincerely to the Organization.
4. It is essential to raise awareness of leaders and administrators with regulatory and revival of the regulatory impacts on the organizational environment, with policy development to reduce excessive perspectives and focus on collective action and balanced grade.
5. Strengthening the comprehensive and appreciation policies for all employees regardless of their functional or their contributions, which contribute to the reduction of gaps in the importance of the dimensions between the various dimensions and strengthens the balance within the Organization.
6. A periodic assessment of the well-being programs is recommended to ensure that it is effective and responded to the needs of changing workers, with amendments to those programs in accordance with the need to ensure the employee well-being in the comprehensiveness of employees.

REFERENCES

1. Alagaraja, M. (2020). Wellbeing in the workplace: A new conceptual model and implications for practice. The Palgrave handbook of workplace well-being, 1-22.
2. Aryanti, R. D., Sari, E. Y. D., & Widiana, H. S. (2020). A literature review of workplace well-being. In International Conference on Community Development (ICCD 2020) (pp. 605-609). Atlantis Press.
3. Auer, A., Semmer, N. K., von Känel, R., Thomas, L., Zuccarella-Hackl, C., Wiest, R., & Wirtz, P. H. (2024). Taking appreciation to heart: appreciation at work and cardiovascular risk in male employees. Frontiers in Public Health, 12, 1284431.
4. Benraiss-Noailles, L., & Viot, C. (2021). Employer brand equity effects on employees well-being and loyalty. Journal of business research, 126, 605-613.
5. Braun, S. (2017). Leader narcissism and outcomes in organizations: A review at multiple levels of analysis and implications for future research. Frontiers in psychology, 8, 260159.
6. Brunell, A. B., & Davis, M. S. (2016). Grandiose narcissism and fairness in social exchanges. Current Psychology, 35, 220-233.
7. Cragun, O. R., Olsen, K. J., & Wright, P. M. (2020). Making CEO narcissism research great: A review and meta-analysis of CEO narcissism. Journal of Management, 46(6), 908-936.
8. Crevani, L., & Hallin, A. (2017). Performative narcissism: When organizations are made successful, admirable, and unique through narcissistic work. Management Learning, 48(4), 431-452.
9. Davis, C. (2020). Rank matters: police leadership and the authority of rank. Policing and society.
10. De-Juanas, Á., Bernal Romero, T., & Goig, R. (2020). The relationship between psychological well-being and autonomy in young people according to age. Frontiers in psychology, 11, 559976.

11. Duan, J., Wang, X., Brinsfield, C. T., & Liu, S. (2020). How enhancing employee well-being can encourage voice behavior: A desire fulfillment perspective. Human Performance, 33(5), 425-446.

12. Ejaz, T., Anjum, Z. U. Z., Rasheed, M., Waqas, M., & Hameed, A. A. (2022). Impact of ethical leadership on employee well-being: the mediating role of job satisfaction and employee voice. Middle East Journal of Management, 9(3), 310-331.

13. Gelencsér, M., Szabó-Szentgróti, G., Kőmüves, Z. S., & Hollósy-Vadász, G. (2023). The Holistic Model of Labour Retention: The Impact of Workplace Wellbeing Factors on Employee Retention. Administrative Sciences, 13(5), 121.

14. Hamedoğlu, M. A. (2019). Perceptions of principals and teachers on the level of organizational narcissism, high schools in Sakarya Province Sample. Sakarya University Journal of Education, 9(1), 148-170.

15. Hamedoglu, M. A., & Potas, N. (2012). Organizational narcissism scale (ONS). Engineering Management Research, 1(2), 53.

16. Hamrick, N., & White, P. (2020). Specific acts of appreciation valued by employees. Strategic HR Review, 19(4), 163-169.

17. Han, J. H., Liao, H., Kim, S., & Han, J. (2020). Narcissism and empowerment: How narcissism influences the trickle-down effects of organizational empowerment climate on performance. Journal of Management Studies, 57(6), 1217-1245.

18. Heffernan, M., Cafferkey, K., Harney, B., Townsend, K., & Dundon, T. (2022). HRM system strength and employee well-being: the role of internal process and open systems. Asia Pacific Journal of Human Resources, 60(1), 171-193.

19. Helfrich, H., & Dietl, E. (2019). Is employee narcissism always toxic?–The role of narcissistic admiration, rivalry and leaders' implicit followership theories for employee voice. European Journal of Work and Organizational Psychology, 28(2), 259-271.

20. Holtzman, N. S. (2018). Did narcissism evolve?. Handbook of Trait Narcissism: Key Advances, Research Methods, and Controversies, 173-181.

21. Jalal, A. Q. (2021). The impact of employee well-being on innovative marketing performance: Applied Study in Asia Cell Communications Company. Tikrit Journal of Administrative and Economic Sciences, 17(54 part 1).

22. Jaskeviciute, V., Stankeviciene, A., Diskiene, D., & Savicke, J. (2021). The relationship between employee well-being and organizational trust in the context of sustainable human resource management. Problems and perspectives in management, 19(2), 118-131.

23. Juchnowicz, M., & Kinowska, H. (2021). Employee well-being and digital work during the COVID-19 pandemic. Information, 12(8), 293.

24. Kanbur, E. (2018). Effects of narcissism on organizational dissent. Journal of Organizational Behavior Research, 3(1-2018), 169-181.

25. Khairunisa, N. A., & Muafi, M. (2022). The effect of workplace well-being and workplace incivility on turnover intention with job embeddedness as a moderating variable. International Journal of Business Ecosystem & Strategy (2687-2293), 4(1), 11-23.

26. Kim, E. S., Tkatch, R., Martin, D., MacLeod, S., Sandy, L., & Yeh, C. (2021). Resilient aging: Psychological well-being and social well-being as targets for the promotion of healthy aging. Gerontology and geriatric medicine, 7, 23337214211002951.

27. Klimchak, M., Carsten, M., Morrell, D., & MacKenzie Jr, W. I. (2016). Employee entitlement and proactive work behaviors: The moderating effects of narcissism and organizational identification. Journal of Leadership & Organizational Studies, 23(4), 387-396.

28. Koçak, R. D. (2019). Leadership without hierarchy and authority: Lateral leadership. International Journal of Social Inquiry, 12(2), 657-680.

29. Koon, V. Y., & Ho, T. S. (2021). Authentic leadership and employee engagement: The role of employee well-being. Human Systems Management, 40(1), 81-92.

30. Kundi, Y. M., Aboramadan, M., Elhamalawi, E. M., & Shahid, S. (2020). Employee psychological well-being and job performance: exploring mediating and moderating mechanisms. International Journal of Organizational Analysis, 29(3), 736-754.

31. Leancă, V. (2024). Establishing Leadership and Authority Skills for Future Officers. In International conference Knowledge-Based Organization (Vol. 30, No. 1, pp. 1-7).

32. Liu, W., Zhu, Y., Bai, Y., Wang, H., & Han, Y. (2022). Indulge in self-admiration or offer help to others? The influence of employee narcissism on prosocial behavior. Acta Psychologica Sinica, 54(3), 300.

33. Marin-Garcia, J. A., & Bonavia, T. (2021). Empowerment and employee well-being: A mediation analysis study. International Journal of Environmental Research and Public Health, 18(11), 5822.

34. McKenna, J., & Jeske, D. (2021). Ethical leadership and decision authority effects on nurses' engagement, exhaustion, and turnover intention. Journal of Advanced Nursing, 77(1), 198-206.

35. Morales-Rodríguez, F. M., Espigares-López, I., Brown, T., & Pérez-Mármol, J. M. (2020). The relationship between psychological well-being and psychosocial factors in university students. International journal of environmental research and public health, 17(13), 4778.

36. Nafardastgerdi, B., & Farhadi, H. (2024). The relationship of narcissism and emotional self-regulation with job well-being and workaholic, considering the mediating role of mental health. Industrial and Organizational Psychology Studies, 11(1), 135-152.

37. Nevicka, B., & Sedikides, C. (2021). Employee narcissism and promotability prospects. Journal of Personality, 89(4), 847-862.

38. O'Reilly, C. A., & Chatman, J. A. (2020). Transformational leader or narcissist? How grandiose narcissists can create and destroy organizations and institutions. California Management Review, 62(3), 5-27.

39. Pertuz-Peralta, V., Arias-Pérez, J., & Daza-Calier, Y. (2022). Knowledge sharing among academics: why organizational narcissism in higher education matters?. VINE Journal of Information and Knowledge Management Systems, 52(1), 141-157.

40. Pfister, I. B., Jacobshagen, N., Kälin, W., & Semmer, N. K. (2020). How does appreciation lead to higher job satisfaction?. Journal of managerial psychology, 35(6), 465-479.

41. Pradhan, R. K., & Hati, L. (2022). The measurement of employee well-being: development and validation of a scale. Global Business Review, 23(2), 385-407.

42. Samad, A., Muchiri, M., & Shahid, S. (2022). Investigating leadership and employee well-being in higher education. Personnel Review, 51(1), 57-76.

43. Scharbert, J., Dein, L. M., Kroencke, L., Nestler, S., Back, M. D., & Utesch, K. (2024). Narcissists' affective well-being: Associations of grandiose narcissism with state affect level and variability. Journal of Personality and Social Psychology.

44. Shaker, M. R., & Alnoori, A. A. H. (2023). Narcissistic leadership and its impact on the quality of work life. resmilitaris, 13(3), 2842-2853.

45. Singh, A., & Jha, S. (2022). Relationship between employee well-being and organizational health: symbiotic or independent?. Industrial and Commercial Training, 54(2), 231-249.

46. Stankevičienė, A., Tamaševičius, V., Diskienė, D., Grakauskas, Ž., & Rudinskaja, L. (2021). The mediating effect of work-life balance on the relationship between work culture and employee well-being. Journal of Business Economics and Management, 22(4), 988-1007.

47. Wang, W., Kang, S. W., & Choi, S. B. (2021). Effects of employee well-being and self-efficacy on the relationship between coaching leadership and knowledge sharing intention: a study of UK and US employees. International journal of environmental research and public health, 18(20), 10638.

48. White, P., & George, G. (2022). How preferences for types of appreciation differ across employee age groups. Strategic HR Review, 21(1), 25-30.

49. Wirtz, N., & Rigotti, T. (2020). When grandiose meets vulnerable: narcissism and well-being in the organizational context. European Journal of Work and Organizational Psychology, 29(4), 556-569.

50. Yu, B., Meng, Y., Li, C., & Liu, D. (2022). How does employees' narcissism influence organizational commitment? The role of perceived supervisor support and abusive supervision. Frontiers in Psychology, 13, 910739.

51. Yu, M. C, G Wang, G., Zheng, X. T., & Shi, W. J. (2020). Entrepreneur narcissism and unethical pro-organizational behaviour: an examination of mediated-moderation model. Economic research-Ekonomska istraživanja, 33(1), 501-520.

52. Zheng, X., Zhu, W., Zhao, H., & Zhang, C. (2015). Employee well-being in organizations: Theoretical model, scale development, and cross-cultural validation. Journal of Organizational Behavior, 36(5), 621-644.