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Entitled

*ONE HAND DOESN'T CLAP: THE MODERATION OF INDIVIDUAL AND CONTEXTUAL FACTORS ON THE
RELATIONSHIP BETWEEN LEADER NARCISSISM AND FOLLOWERS' OUTCOME*

By

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Date & Venue

01:00 – 02:00 PM

Wednesday 24th April, 2024

H3-2021

Abstract

Drawing on leadership and social exchange theories, the purpose of this study is to examine the adverse impact of the toxic triangle; namely, Leader Narcissism (LN), Perceived unethical climate (PUC) and followers' submissiveness (FS) on followers' outcomes, particularly psychological capital (PsyCap) and constructive deviance (CD) through the mediation of leader-member exchange (LMX). The study introduces moral identity (MI) as a moderator. The conceptual framework was put to the test with data collected from both leaders and their followers in UAE-based organizations. Hierarchical linear model analysis was run on leaders and followers' dyadic data for testing whether moral identity moderated the mediated relationships. Results suggest a negative impact of leader narcissism and perceived unethical climate on followers' PsyCap. The results highlight that the mediation effect of LMX on the link between leader narcissism - PsyCap and perceived unethical climate - PsyCap is less pronounced when followers' moral identity is high. No significant results were found in terms of followers' constructive deviance. Results also show a strong direct correlation between followers' submissiveness and constructive deviance. This research adds to current leadership and social exchange theories by exploring how leadership is jointly constructed and how exchanges within this dynamic influence outcomes. It extends the discussion on narcissism and ethical climates by identifying toxic dynamics that negatively affect follower outcomes, highlighting the mitigating role of moral identity against these negative impacts. This study broadens our understanding of these elements. It provides insight into the complex interactions that define leadership and follower relationships in contemporary organizational settings, offering practical implications to organizations within the UAE.

Keywords: Leader narcissism, LMX, unethical climate, PsyCap, moral identity, constructive deviance, leadership