

Behavioral Manifestations of Dark Personality Narcissism: an Indigenous Study on Indonesian Workers

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Abstract

Narcissism is one of the three traits incorporated in a dark personality, and this trait is described by an individual's tendency to dominate, like to be the center of attention and be self-oriented. Not only in individual cultural cultures, narcissism is also a fertile body in a collective society that upholds social harmony and behaves by values and norms in its group. Judging from these characteristics, it is suspected that there will be differences in the manifestations of narcissism in collective societies such as in Indonesia. Researchers conducted a study us images psychology collaborative descriptive quantitative research design to trace the form of behavioral images of narcissism in a collaborative culture. The sampling technique used was snowball sampling and involved as many as 760 worker respondents in Indonesia. The research findings were then analyzed using percentage descriptive techniques and categorization. This study succeeded in revealing several things, including (1) the positive and negative behavior of selfish individuals in the work environment; (2) the impact on personal and work relationships when dealing with narcissistic individuals in the work environment; (3) the most disliked behavior of narcissistic individuals in the work environment; and (4) how to deal with narcissistic individuals in the work environment.

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INTRODUCTION

A dark triad personality is known as three dark traits that contain levels of spectacle and have a direct influence as a trigger for negative behavior. Risky behaviors carried out by individuals with dark triad personalities are proven self-defeating and can broadly impact the company's organization. Even worse, individuals with high levels of dark triad personality can commit unethical actions, potentially creating a toxic work climate. One of the negative impacts of creating a toxic work environment is the presence of turnover intention. due to job satisfaction (Susanto et al. 1, 2019; Szabó et al, 2021). It is proven that leaders with dark personality traits contribute to their influence in creating a toxic work environment (Fodor et al, 2021), rough supervision during work (Wisse & Sleafos, 2016), and low employee job satisfaction (Volmer et al, 2016; Szabó et al, 2021). It is proven that individuals with a high level of dark triad personality contribute destructive influences that can affect the work climate in the company's organization.

One part of the dark triad trait that can be adaptive or maladaptive is narcissism. Research evidence reveals that narcissism positively affects workplace deviant behavior or efforts that can inhibit the performance of self, coworkers, and even corporate organizations (Michel & Bowling, 2013; Nugraheni & Wahyuni, 2017; Ratnasari & Rahmawati, 2021). However, Rauthmann & Kolar (2012) say that narcissism is rated "brighter" than the other two personality traits in the dark triad personality. They are considered more profitable because they have physical attractiveness, uniqueness, and a high level of alertness and achievement motivation that can benefit them in following the job recruitment process (Nuzulia & Why, 2020).

Leaders with high narcissism are considered capable of improving innovative organizational performance (Zhang et al, 2017), are positively related to company performance, have higher levels of job satisfaction (Jonason et al, 2015), correlate strongly with creativity (Dahmen-Wassenberg et al, 2016), and have a commitment to dedication during work (Alkandahri et al, 2021). Although narcissism is proven to be involved in non-ethical behaviors in the work environment, finding out the manifestations of narcissism behavior in the work environment still requires deeper exploration. Adaptive and maladaptive behavior raised by a narcissist means that they have two sides, namely positive and negative, of course, this raises new questions that require further investigation of how individuals with high levels of narcissism in the work environment grow actual behavior.

Exploration related to the behavior of individuals with high levels of narcissism in the workplace is a fascinating study to do, this is because research that is currently developing tends to emphasize more the relationship or cause and effect of narcissism trait to adverse outcomes in work such as counterproductive work behavior (Nugraheni & Wahyuni, 2017), workplace deviance (Nugraheni & Wahyuni, 2017; Ratnasari & Rahmawati, 2021), and fraud behavior (Zhao et al, 2016; Putri et al, 2021). From the results of a literature search, research that publishes studies on the manifestation of dark personality behavior narcissism in the scope of the world of work has never been carried out. So far, research on dark triad personality in the setting of the work environment has developed against the background of Western countries with individualist cultures (O'Boyle et al., 2012; Rauthmann, 2012; Ong et al., 2015; Robertson et al, 2016; Nguyen et al, 2021).

Research on the manifestations of narcissism in workers in Indonesia is essential to do. Cultural differences between individualists and collectives trigger allegations of different manifestations of narcissism behavior in Indonesia. Pan et al, (2018) explained that there are more sanctions for dark triad personality in collective cultural culture because collective cultural characteristics tend to be contrary to dark personality traits. What's more, the knowledge of the

community Regarding the character of narcissism is still minimal, as evidenced in the initial interview as primary data with 10 participants who showed respondents' knowledge about narcissism tends to be limited to a few behaviors such as when someone often takes selfies, likes to upload personal photos and videos, and desires when others make it a topic of conversation. So that this research can provide empirical data on the behaviors of individuals with narcissism personality, especially in the work environment

Therefore, research on the manifestations of narcissism in workers in Indonesia is essential to do. This study was conducted to explore more deeply the manifestations of narcissism and dark personality behavior in Indonesia using an indigenous psychology approach. Researchers suspect that the form of narcissism manifestation in collective culture appears in conduct that is by the values or norms of the collaborative community, so it becomes an exciting thing to explore further. This research is hoped to be a theoretical study of dark triad personality, especially narcissism in the setting of the world of work. It can be a reference for organizations and companies as a consideration in certain positions' recruitment and promotion process.

METHOD

The research approach used is indigenous psychology to gain a descriptive understanding of human functions in a cultural context (Hakim, 2014). In addition, the research design used is a descriptive method with a quantitative approach. The data collection process was carried out using research instruments made by the researcher himself with details including (1) flyers containing illustrations of stories depicting individuals with narcissistic personalities in the work environment to provide a general picture and as an initial stimulus for research respondents; and (2) questionnaires (closed and open) with seven question items. Respondents are asked to choose a maximum of 3 answer choices that have been provided or fill in the "others" option to facilitate a response to answers other than those provided.

The participants involved in this study were seven hundred sixty (760) respondents who were Indonesian workers, with characteristics including (1) men or women with Indonesian citizenship; (2) a worker/employee/employee; (3) minimum education of high school / vocational graduates equivalent; (4) currently working in the non-entrepreneurial sector; and (5) have a minimum service period of 1 year. The sampling technique model in this study is the snowball sampling technique, Arikunto (2019) explained that in its implementation, this technique selects respondents in a chain, if the 1st respondent has been completed, the researcher asks for recommendations for the next respondent to meet the needs.

The validity of the research instrument uses a content validity test conducted with the supervisor as an expert judgment, then the reliability of the measuring instrument using dependability testing. In addition, data analysis of research results was carried out with percentage descriptive techniques and categorization.

RESULTS AND DISCUSSION

Field findings show the demographic data of research respondents as follows:

Table 1. Demographic data of respondents

| Characteristic | Mean | SD | Sum | (%) |
|-----------------------------------|-------|-------|-----|------|
| Age (range 18-60 years) | 29,79 | 8,543 | - | - |
| Length of work (range 1-38 years) | 6,52 | 6,693 | - | - |
| Gender | Man | - | 318 | 41,8 |
| | Woman | - | 442 | 58,2 |

| Total | | - | - | 760 | 100 |
|-------------------------|------------------------|---|---|------------|------------|
| Education last | High School/Equivalent | - | - | 232 | 30,5 |
| | D1 | - | - | 7 | 0,9 |
| | D2 | - | - | 20 | 2,6 |
| | D3 | - | - | 46 | 6,1 |
| | D4 | - | - | 17 | 2,2 |
| | S1 | - | - | 365 | 48 |
| | S2 | - | - | 71 | 9,3 |
| | S3 | - | - | 2 | 0,4 |
| Total | | - | - | 760 | 100 |
| Position work | Managerial | - | - | 196 | 25,8 |
| | Non-managerial | - | - | 564 | 74,2 |
| Total | | - | - | 760 | 100 |
| City/Regency Place work | Bali | - | - | 3 | 0,4 |
| | Banten | - | - | 89 | 11,7 |
| | DIY | - | - | 12 | 1,6 |
| | DKI Jakarta | - | - | 81 | 10,7 |
| | Jawa Barat | - | - | 85 | 11,2 |
| | Jawa Tengah | - | - | 437 | 57,5 |
| | Jawa Timur | - | - | 32 | 4,2 |
| | Kalimantan Barat | - | - | 7 | 0,9 |
| | Kalimantan Timur | - | - | 3 | 0,4 |
| | Kep. Bangka Belitung | - | - | 1 | 0,1 |
| | Kep. Riau | - | - | 1 | 0,1 |
| | Lampung | - | - | 3 | 0,4 |
| | NTT | - | - | 1 | 0,1 |
| | Sulawesi Selatan | - | - | 2 | 0,3 |
| | Sumatera Selatan | - | - | 2 | 0,3 |
| | Sumatera Utara | - | - | 1 | 0,1 |
| Total | | - | - | 760 | 100 |

Research findings from the results of the data analysis process are as follows:

Table 2. Top 10 positive behaviors of narcissistic individuals in the work environment

| Positive Behavior of Narcissistic Individuals | Sum | (%) | Category |
|--|-----|------|---------------------|
| Self-confidence | 275 | 36,2 | <i>Self</i> |
| Have the ability to speak in front of many people | 274 | 36,1 | |
| open-minded | 116 | 15,3 | |
| Optimistic | 113 | 14,9 | Performance at work |
| Always display your best efforts in Get a job done | 159 | 20,9 | |
| Have a lot of expertise | 125 | 16,4 | |
| Actively express opinions in discuss forums | 125 | 16,4 | |
| Enjoys socializing with others | 257 | 33,8 | |

| | | | |
|--|-----|------|----------------------------|
| Communicative or able to convey messages well and understandably | 223 | 36,1 | Interpersonal relationship |
| Friendly to others | 131 | 17,2 | |

They are related to positive self-behavior raised by narcissists, including confidence, having good public speaking skills, open-mindedness, and optimism. The faith of a narcissist cannot be doubted, encouraging them to stand out more in their environment. They actualize their self-confidence by feeling unique, having a higher level of intelligence, and having more potential when compared to those around them (Rauthmann & Kolar, 2012). Through high self-confidence, a narcissist will look energetic, able to appear in front of many people, and cause a very inspiring impression. According to Suhardoyo (2022), a narcissist has an incredible drive in how his concern and strength to others.

Of course, this can be a capital for narcissists in seizing opportunities, and they will use self-confidence, assertiveness, charm, physical attractiveness, a high level of alertness, and achievement motivation to benefit them (Rauthmann & Kolar, 2012; Nevicka & Sedikides, 2021). In addition, open-mindedness is considered a positive quality of a narcissist, Dahmen-Wassenberg et al (2016) support that through open-mindedness, individuals will have the ability to think critically, rationally, creatively, and innovatively. Capitalizing on self-confidence and openness in thinking encourages a narcissist to develop an optimistic attitude that can lead him to achieve the desired goals. For example, the results of a study owned by Maynard et al (2015) revealed that a narcissist feels optimistic that his abilities will always meet the qualifications for all types of work.

Similarly, highly narcissistic individuals assume they are born with many abilities. According to Judge et al (2006, in Maynard et al, 2015), narcissists believe they have the talent to lead. Respondents perceive positive behaviors in a narcissist related to performance at work such as always displaying their best effort in completing a job, having many skills, and actively expressing opinions in discussion forums. When working, a narcissist has a strong urge to accept challenges and tasks, even at a problematic level, these conditions will help develop abilities and skills. Just like what Suhardoyo (2022) revealed, individuals with high narcissism will be more likely to choose to do challenging tasks and work hard when the opportunity arises when it can be passed, they will further develop feelings of superiority. They do not feel doubt when faced with complex tasks, a condition because narcissists are more resistant to pressure. The results of a study by Prusik & Szulawski (2019) prove this statement and explain that narcissistic employees in the HR division have high levels of work motivation and are more robust against burnout.

For a narcissist, getting attention from people around them is fun, they try to always be active in situations that involve many audiences. Also driven by self-confidence and his ability to build an attractive personal brand will add positive narcissistic value in front of superiors and colleagues. When the work environment can facilitate the fulfillment of selfish egos, they will commit to the organization. Alkandahri et al (2021) explain that individuals with high narcissism are firmly committed to the company where they work. Still, there is an affirmation that certain motives may encourage the emergence of this dedication. Other studies have also revealed that narcissistic workers have a positive relationship with job satisfaction (Lebreton et al, 2018; Szabó et al, 2021). An individual's high job satisfaction will encourage a higher loyalty to work (Kosasih & Kurniawan, 2019).

Other narcissistic positive behaviors are related to interpersonal relationships where they are known to enjoy socializing with others, are communicative or able to convey messages well and can be understood by colleagues, and are friendly to others. Narcissistic individuals have extroverted personalities, so they tend to be more talkative and sociable, have enthusiasm, and look full of Energy (Qureshi & Ashfaq, 2015). In general, extroverts will get a lot of energy when interacting

with others, and this is also what happens to a worker with a narcissistic personality. They like to interact with others and show friendliness even at the first meeting, Dombek (2016) mentions that narcissistic individuals will look charming and very kind. Of course, this will benefit a narcissist because it will form a positive impression, even in the first meeting.

For example, during job interviews, several studies show that if a narcissist can get a greater chance of being accepted by the company, this is supported by the narcissist's ability to speak and look (Hikmat, 2016; Nuzulia & Why, 2020). A narcissist can show positive attitudes and behaviors to superiors and colleagues with a specific purpose. Sheldon et al (2020) explained that a narcissist can show positive behaviors and social attitudes to support him to look good in communal narcissism. Communal narcissism recognizes that they must promote prosocial behavior to help them rationalize their interests and rights and for the social environment to accept them.

Table 3. Top 10 negative behaviors of narcissistic individuals in the work environment

| Negative Behavior of Narcissistic Individuals | Sum | (%) | Category |
|---|-----|------|---------------------|
| Arrogant (favoring yourself with how to show off your strengths) | 117 | 15,4 | |
| Not accepting criticism | 161 | 21,2 | |
| Standoffish (favoring oneself using demeaning others) | 206 | 27,1 | |
| Overconfidence (feeling his opinion is needed to solve word problems) | 357 | 47 | <i>Self</i> |
| Selfish (putting self-interest first versus common interests) | 232 | 30,5 | |
| Lack of empathy | 99 | 12 | |
| Less able to control emotions | 91 | 12 | |
| Feel the most potential compared to Other coworkers | 251 | 33 | |
| Likes to criticize the work of others | 218 | 28,7 | Performance at work |
| Want to always be praised by superiors and colleagues | 88 | 11,6 | |

The current developing theory states that narcissistic individuals are overconfident, selfish, arrogant, anti-critical, arrogant, lacking empathy, and less able to control emotions. This is in line with the findings in this study which show the emergence of these behaviors in the world of work. Self-confidence is a boomerang for narcissistic individuals, and when not managed properly, will turn negative. Narcissistic individuals strongly perceive the relationship between success and abilities (outside of external factors), have exaggerated self-views, and exaggerate contributed contributions (Maltarich et al, 2011; Maynard et al., 2015). Unfortunately, the overconfidence shown by narcissists only adds to their perception of their abilities but cannot be proven by success. This study also obtained contradictory facts about friendly behavior as a positive side of narcissism and arrogant behavior as a negative side.

Although narcissistic individuals seem friendly to others, they tend to do so to create positive charm and gain attention from the surrounding environment. When this is successful, others will judge narcissistic individuals as pleasant figures. In contrast, on the other hand, narcissists have a feeling always drive to stand out, which makes them often Show self-superiority by demeaning colleagues or showing off undue advantages. Maltarich (2011) asserts that a narcissist is closely related to the perception that he has more abilities than others. The self-centered orientation embedded in narcissism makes him prioritize personal interests, this condition can be worse if the work environment supports him to show self-dominance.

Self-dominance and feelings of superiority make narcissists feel they have authority, and this encourages the perception that they have a greater right to act or decide something compared to other colleagues (Pratiwi, 2018). In addition, one of the shortcomings of narcissistic individuals is their inability to cope with feedback, including criticism. Qureshi & Ashfaq (2015) explain that narcissists consider criticism rude, unjustified, and unfair to themselves. Then about emotional intelligence, narcissistic individuals are deemed less able to develop empathy for others. According to Hikmat (2016), a narcissist finds it challenging to position himself in the condition of others due to low sensitivity and compassion in them. They do not hesitate to take advantage and exploit others to feel safe. In addition, narcissists also lack emotional stability, when they do not get the things they want, it will support the emergence of negative emotions, one of which is anger. For example, when feeling threatened, in Miller et al (2020) a narcissist will issue a response in the form of a louder voice with high intonation to the interlocutor.

Research findings also state that narcissistic individuals often bring up negative behaviors related to performance at work, including feeling the most potential compared to other colleagues, criticizing the work of others, and always wanting to be praised by superiors and colleagues. A narcissist is indeed known as an individual who needs recognition from those around him to be able to look superior, this is in line with the opinion of Sedikides & Campbell (2009, in Jonason et al., 2020) that among the three traits in the dark triad personality, narcissism is the most socially prominent trait characterized by the need for external validation of identity through several ways, namely status achievement, the presence of dominance, as well as attraction. The condition of "thirst" for praise often can occur due to low self-esteem, so there is no sense of self-acceptance which is then diverted through covering up shortcomings in oneself (Rivlin, 2018).

Therefore, narcissists often show their identity to others for more recognition and admiration. Individuals who need appreciation will slowly demand that their environment recognize that they are superior. To maintain the ego as excellent, narcissistic individuals will strive to surpass others and stay at the highest level of ability even though their abilities only fall into the average category. This statement is in line with what Hikmat (2016) said: even though the capabilities are not superior enough, a narcissist will struggle in various ways to achieve the goals to be completed. In addition, a narcissist also likes to criticize the work of others, and this behavior is done because they tend to look down on others and assume that only they deserve to be in the top position. Hikmat (2016) explains that one of the implications of narcissistic behavior is aggressiveness in criticizing in the form of insults, berated, and other uncontrolled behaviors.

Table 4. Impact on personal relationships when dealing with narcissistic individuals in the work environment

| Impact on personal relationships | Sum | (%) | Category |
|--|-----|------|--------------------|
| There is a sense of discomfort when doing this. interaction with narcissistic individuals | 300 | 39,5 | Negative impact |
| Respondents were upset by the behavior of narcissistic individuals | 216 | 28,4 | |
| Respondents become insecure in Abilities possessed | 194 | 25,5 | |
| Respondents find it challenging to believe in the behavior and speech of narcissistic individuals | 191 | 25,1 | |
| Respondents reduced the intensity of personal contact with narcissistic individuals | 132 | 17,4 | |

| | | | |
|---|-----|------|-----------------|
| Respondents find it challenging to control their emotions, so they are irritable when dealing with narcissistic individuals | 122 | 16,1 | |
| Increase respondent's patience when facing others | 336 | 44,2 | |
| Respondents feel motivated to be active and passion for work | 254 | 33,4 | Positive impact |
| There is a sense of pleasure when interacting with narcissistic individuals | 82 | 10,8 | |
| Motivate respondents to reason when considering the opinion of a narcissist | 1 | 0,1 | |
| No impact | 71 | 9,3 | |
| Respondents did not care about the behavior of narcissistic individuals | 1 | 0,1 | Neutral impact |

Seeing the dominance of the respondents' answers, they felt more negative impacts when dealing with a narcissist in the work environment, such as the emergence of discomfort when interacting together, feeling annoyed with the behavior of narcissistic individuals, respondents became insecure in their abilities, respondents felt challenging to believe in the conduct and speech of narcissistic individuals, respondents reduced the intensity of personal relationships with individuals narcissistic. Respondents felt irritable due to difficulty controlling emotions. A narcissist can display his positive charm when in a new situation, but different conditions if the relationship established is long-term. Extreme attitudes and behaviors raised by a narcissist to show his strengths are often unethical, such as lying, degrading, manipulating, and humiliating others.

Of course, other people will feel uncomfortable when getting this treatment, making a loss of trust from others a narcissist. Individuals who have high levels of narcissism have the potential to damage a relationship, including interpersonal relationships with others (Pratiwi, 2018; Sakinah et al, 2019). Narcissistic individuals fail to create long-term interpersonal relationships, especially those with emotional warmth and empathetic closeness. The cause of this occurs because of the attitude of narcissistic individuals who like to exploit interpersonal relationships to show their greatness over others at every opportunity available (Buffardi & Campbell, 2008). The "false charm" that narcissism raises in strangers and the first meeting will lead him to conflicts and long-term problems (Sakinah et al, 2019).

Over time, those who have known and established interpersonal relationships with narcissists for a long time will know their actual attitudes and behaviors. Buffardi & Campbell (2008) assert that people will slowly drift away sooner or later and break interpersonal relationships with narcissistic individuals. Instead of maintaining a positive charm as shown at the initial meeting, over time, narcissistic individuals begin to show their true "self" to make others feel uncomfortable with the behavior raised on the other hand, it turns out that establishing relationships with narcissistic individuals in the work environment has a positive impact in the form of increasing respondents' patience when facing others, and Respondents feel motivated to be active and enthusiastic at work, feel happy when interacting with narcissistic individuals, and motivate respondents to reason when considering the opinions of a narcissist. A narcissist has a positive self-concept when interacting with others, such as being friendly and cheerful, especially in short-term interactions (Zhu et.al., 2021).

Table 5. Impact on work when dealing with narcissistic individuals in the work environment

| Impact on Work | Sum | (%) | Category |
|--|-----|------|-----------------|
| Narcissistic individuals often dominate discussion activities | 279 | 26,7 | Negative impact |
| The work of respondents becomes less maximum | 212 | 27,9 | |
| Respondents become lazy to Expressing opinions during discussions | 210 | 27,9 | |
| Respondents felt narcissistic individuals could close opportunities for other colleagues to grow | 195 | 25,7 | |
| Narcissistic individuals divide tasks the team becomes uneven | 125 | 16,4 | |
| Generate competition between colleagues | 114 | 15 | |
| Respondents feel that the works are owned by narcissists individuals not resolved due to lack of responsibility answer | 41 | 5,4 | |
| Task collection becomes timely because narcissistic individuals can coordinate well | 259 | 34,1 | Positive impact |
| Narcissistic individuals can grow The motivation of respondents to be active in discussion forums | 214 | 28,2 | |
| Narcissistic individuals contribute many interesting ideas during discussions | 152 | 20 | |
| Tidak berdampak | 65 | 8,5 | Impact Neutral |
| Respondents felt that their work environment did not contain narcissistic individuals | 1 | 0,1 | |

The charming appearance shown by a narcissist can make others interested in establishing a relationship with him, Rauthmann & Kolar (2012) add that narcissists are easier to recognize because they appear more stand out. The charm displayed by narcissists does lead to short-term social benefits. Young & Pinsky (in Back et al, 2010) stated that those who are seen in early interactions with narcissists often assume that narcissistic individuals are charming, friendly, and fun, so there will be an interest in working together. This makes other people feel happy when interacting and thinks they will benefit when in a relationship with a narcissist. The charismatic charm shown by narcissists makes them look reliable in formulating and articulating inspirational visions, both through behavior and actions that ultimately grow the impression they are extraordinary figures (Weismann & Tumbol, 2019). The extroverted personality of a narcissist makes him look enthusiastic and active in activities that involve many people. Not infrequently, the extraordinary impression and energetic display attached to the narcissistic self make it an inspiring figure in the work environment, it can motivate other colleagues to be enthusiastic about working and actively participate in discussions.

The research findings revealed that narcissistic individuals in the work environment have more negative impacts on respondents, these impacts include narcissistic individuals often dominating discussion activities, respondents' work results becoming less optimal, respondents becoming lazy to express opinions during discussions, respondents feeling narcissistic individuals can close opportunities for other colleagues to develop. Narcissistic individuals make the distribution of team tasks uneven, give rise to competition between colleagues, and respondents feel that the

work owned by narcissistic individuals is not completed because of lack of responsibility. For narcissists, being the center of attention is fun, so they will maintain the situation in various ways. Attention-seeking behavior allows narcissists to gain more attention, which can destroy those around them. One of the strategies used is to dominate in meetings, this way is done to be able to be the center of attention and has a greater right to control the situation (Grafeman et al, 2015). Narcissists are highly enthusiastic to express their opinions even without being asked, but research shows they do not want to accept feedback because they feel what is conveyed is the right thing (Schyns et al, 2019).

Narcissists can manipulate circumstances that make them look like they have a positive self-image and can provide better performance (Hyde et al, 2020) so that other colleagues can feel disadvantaged due to these behaviors. These situations are more often narcissistic in front of their superiors, they do it to obtain positive assessments that will encourage them to gain more personal benefits. Unlike conditions when it does not involve attention from managers, high narcissists tend to use others to help them complete tasks because they like to exploit others (Sakinah et al, 2019). Therefore, individuals with high narcissism have the potential to cause workplace problems that impact personal work and coworkers. However, the enthusiastic attitude of narcissistic individuals in the work environment turned out to be a plus point that could have a positive impact on work, respondents realized this because they felt that the collection of tasks became timely because narcissistic individuals were able to coordinate well, narcissistic individuals were able to foster respondents' motivation to be active in discussion forums, and narcissistic individuals contributed many interesting ideas during discussions.

The confidence and desire to dominate a narcissist give him more energy to take on roles at work. In Grijalva & Harms (2014), narcissists are very fond of dominant power and control in the workplace, to realize it, they will behave actively and possessively. When the work environment follows the values of oneself, it will make an employee feel meaningful at work. For narcissistic workers, a work environment that can fulfill the ego within themselves is one of the efforts to achieve a job meaningfully. When feeling high job meaningful, narcissistic workers tend to see themselves as important and influential figures for the organization (Nevicka et al, 2016).

This encourages narcissists to exhibit more initiative behaviors to demonstrate superiority and superiority (Mao et.al, 2020). Initiative behavior raised by narcissists can benefit companies, Mao et al (. Mao added that organizations will reap benefits if they exploit a narcissist's power. Therefore, companies can pay attention to narcissistic employees by providing opportunities to show their talents to stimulate their work initiative. In addition, narcissists are known to be active in discussion forums, their sense of courage can encourage them to dare to speak out. This has a positive impact on other colleagues because it can stimulate their motivation to have a sense of confidence when sharing opinions. Not only active, a narcissist often gives exciting ideas.

Narcissists constantly seek uniqueness and excellence in themselves to maintain a positive self-image, one form of which is through creativity. Smith & Webster (2018) revealed individuals with high narcissism like ideas that lead to new or creative breakthroughs. Randel & Jaussi (2017) support this and state that uniqueness is "the heart of creativity". In addition, organizations highly value creativity so narcissistic individuals have the opportunity to get more recognition and praise, besides that, creativity indicates someone who has expertise, knowledge, and skills (Anderson et al, 2014). Therefore, showing creativity will help affirm the superiority of a narcissist. Although most of the growing studies focus more on negative consequences, narcissists still have positive outcomes in the workplace that are on the bright side of narcissism.

Table 6. The most disliked behavior of narcissistic individuals in the work environment

| Most Disliked Behavior | Sum | (%) |
|--|-----|------|
| Easily swayed by other people's comments | 109 | 14,3 |
| Too talkative | 82 | 10,8 |
| Expect praise from others | 82 | 10,8 |
| Selfish | 80 | 10,5 |
| Too confident | 74 | 9,7 |
| Seeking the attention of others | 61 | 8 |
| Feeling his most powerful self | 59 | 7,8 |
| Underestimating others | 36 | 4,7 |
| Love to show off | 33 | 4,3 |
| Arrogant | 31 | 4,1 |
| Likes to bully others | 29 | 3,8 |
| Dominate various activities | 29 | 3,8 |
| Not accepting criticism | 26 | 3,4 |
| None | 25 | 3,3 |
| There are no such colleagues | 1 | 0,1 |
| Manipulative | 1 | 0,1 |
| Like to criticize others | 1 | 0,1 |
| Likes to delegate tasks | 1 | 0,1 |

Research findings reveal that other people's talk easily influences the most disliked behavior of narcissistic individuals in the work environment. This behavior is described by the habit of imitating or following others, a narcissist could do it to avoid situations that are at risk of being bad or that have the potential to cause rejection for himself. When the environment does not accept them, individuals with high narcissism tend to respond aggressively because rejection triggers shame, humiliation, and inferiority (Cascio et al, 2013; Hikmat, 2016). So it is likely to feel safe and accepted by the environment, a narcissist tends to be easily influenced by other people's talk. In the work environment, conformity carried out by narcissistic individuals can be controlled by fear of people who have power over them. To secure the position of the office occupied and get acceptance, they will choose to follow the existing rules.

When feeling that they do not get approval by the environment, individuals with high narcissism tend to respond aggressively because rejection triggers shame, humiliation, and inferiority (Cascio et al, 2013; Hikmat, 2016). So it is likely that when dealing with situations that have the potential to pose a bad risk, a narcissist tends to be easily influenced by other people's talk to feel safe and accepted by the environment. Behavior easily influenced by the talk of others can be interpreted as the inability of a narcissist to stick to his stance, this can influence him in decision-making. The results of the current study support the statement that a narcissist lacks decision-making skills (Chatterjee & Hambrick, 2007; Brunell & Buelow, 2017).

Individuals with high narcissism may lack the ability to make decisions rationally, wisely, and through critical thinking. Although not all narcissists have difficulty making decisions, it is suspicious of the rationale for making these decisions. Another study found that individuals with high narcissism are known as impulsive, so the decisions taken tend not to consider long-term results (Vazire & Funder, 2006; Foster & Trimm IV, 2008; Crysel et al, 2013). Despite being in an urgent situation, a narcissist does not hesitate to make decisions with high bad risks (Campbell et al., 2011; Crysel et al, 2013), this is because they are used to "claiming" excessively their abilities.

Table 7. How to deal with narcissistic individuals in the work environment

| How to deal with | Sum | (%) | Category |
|---|-----|------|-------------------|
| Just follow the wishes of the individual | 292 | 38,4 | |
| <i>Positive narcissistic nature</i> | | | |
| Dare to interrupt conversations that focus only on the narcissistic individual's self | 263 | 34,6 | Proactive |
| Dare to refute narcissistic individuals | 156 | 20,5 | |
| Provide criticism and advice for narcissistic individuals | 144 | 18,9 | |
| Preparing more energy to respond to narcissistic individuals | 62 | 8,2 | |
| <i>Motivate to be wiser in dealing with individuals with narcissistic personalities</i> | | | |
| Respondents chose not to easily believe what narcissistic said | 238 | 31,3 | Dodge |
| Not sharing personal stories with narcissistic individuals | 200 | 20,5 | |
| Limiting yourself by not interacting frequently with narcissistic individuals | 194 | 25,2 | |
| Not taking it too seriously | 155 | 20,4 | Managing emotions |
| Patience when dealing with narcissistic individual behavior | 212 | 27,9 | |

Through proactive mechanisms, respondents choose to deal with narcissism by simply following the wishes of positive narcissistic individuals, daring to interrupt conversations that only focus on narcissistic individuals, daring to refute narcissistic individuals, providing criticism and advice for narcissistic individuals, preparing more energy to respond to narcissistic individuals, and motivating to be wiser in dealing with individuals with personalities narcissistic. In the proactive mechanism, it can be seen that the ways carried out are included in assertive behavior. Assertive behavior is defined as an individual's behavior that leads to equality in relationships, allowing someone to act for their interests by expressing verbally or non-verbally sincerely without denying the rights of others (Alberti & Emmons, 2017).

Individuals who behave assertively mean being able to fight for personal rights and others without being aggressive, in the hope that the desired intention can be conveyed well. The results of Zakiya & Hariyadi's (2022) research reveal that the level of assertive behavior in Javanese is in the medium category, this means that collective society can bring proactive behavior even though sometimes they also find it challenging to express honestly. Narcissistic habits that often show oppressive behavior or control the environment can be faced through assertive communication. By behaving assertively, a person will be encouraged to express themselves firmly, straightforwardly, and openly to make a narcissist more respectful and respectful to others. The avoidance mechanism is also the way respondents choose when dealing with narcissistic individuals, they decide not to believe what narcissistic says easily, do not share personal stories with narcissistic individuals, and limit themselves by not interacting often with narcissistic individuals. This strategy is used as an anticipatory effort to prevent potential conflicts, this method is considered more appropriate than arguing with a narcissist. Martin & Nakayama (2004, in Ningrum, 2017) explain that conflict is destructive in the context of collective societies.

Confrontation efforts are interpreted as conditions that can weaken a relationship so they avoid situations that trigger conflict. The avoidance mechanism is included in the style of passive conflict resolution, and avoidance is a condition in which individuals prefer to withdraw from potentially conflicting situations by not committing, diverting the subject, and instilling in themselves vigilance (Wartini, 2016). Although avoidance mechanisms suggest limiting personal relationships with narcissists, they tend to be more often practiced by collective culture societies to respect others and maintain interpersonal relationships. The next strategy carried out by respondents in dealing with narcissistic individuals in the work environment is to manage emotions, this mechanism is done in

several ways, such as choosing not to take narcissistic individuals seriously and choosing to be patient when dealing with narcissistic individual behavior.

The collective culture of the community is known to be closely related to maintaining social relations because they will prioritize the connection between each other (Ma et al, 2021). To realize it can be done by managing emotions, this mechanism can also minimize the occurrence of conflict. According to Djawardi (2010, in Subandi, 2011), Indonesian people often use the concept of "patience" in everyday life, one of which is when facing others. The meaning of patience or choosing not to take a narcissist seriously is done as a form of self-control, not to rush in giving a response or response. In the results of his study, Subandi (2011) stated that patience as a form of emotional control can be raised in various expressions, such as not easily angry, not responding explosively, not giving birth to negative energy for oneself or the environment, controlling emotional reactions, not berating and not swearing. The urge to manage emotions when facing a narcissist can also occur because of the feeling of "hesitation" inherent in collective societies such as Indonesia, they will choose to bring up behaviors that do not have the potential to hurt others (Pratiwi, 2014).

Table 8. Position of narcissistic individuals in the work environment

| Position | Sum | (%) |
|--------------------------------------|-----|------|
| Managerial (has subordinates) | 210 | 26,7 |
| Non-managerial (has no subordinates) | 550 | 72,4 |

The results showed that narcissistic individuals in the work environment are more in non-managerial positions or have no subordinates.

CONCLUSION

Based on the research that has been done, several conclusions can be drawn related to the manifestation of narcissism and dark personality behavior in the work environment, including: (1) positive behavior of narcissistic individuals in the work environment is related to self, performance at work, and interpersonal relationships; (2) negative behavior of narcissistic individuals in the work environment is related to self and performance at work; (3) the impact on personal and work relationships when dealing with narcissistic individuals in the work environment manifests in positive and negative impacts; (4) the talk of others is easily influencing the most unwelcome behavior of narcissistic individuals in the work environment; and (5) how to deal with narcissistic individuals in the work environment can be distinguished in three mechanisms, namely proactive, avoidant, and managing emotions.

The findings in this study can be used as a basis for further research so that suggestions that can be given to future researchers are: (1) for those who are interested in conducting indigenous study research, it is recommended to involve more judging (5-10 people) to avoid bias and ambiguity in the process of coding and categorization; and (2) consider more data dissemination media so that research respondents can understand all research instruments

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