

Abstract

Leader's behavior is one of the major concerns in the corporate world especially in the developing countries. "Awards" are in the fertile ground which the destructive leadership can be appeared. Awards can be considered as role models that motivate non-awarded individuals to achieve required behaviors and in certain cases this will lead non awarded leaders specially the top level managers to become disappointed and will motivate them to become like awarded superstar managers. Narcissistic leaders engage in "window dressing" activities, which enhance an organization's external image, but not necessarily its performance. This scenario has been emerged in Sri Lanka for years and this study attempts to observe relationship between charismatic leadership dimensions with related to benign and malicious envy of the leaders admist the narcissism personality of the leader in order provide insights to stated problem.

This study attempts to observe relationship of the personalized and socialized charisma based on the charismatic leadership theory and leader's behavioral orientation based on social comparison theory and finally the moderation effect leader's personality related to narcissism theory. In leadership literature there is no proper link in between Charisma, Narcissism, social comparison and envy. The current study identified the gaps in the literature and formed the conceptual framework based on that.

The main study was designed as a quantitative study where the researcher collected a sample of one hundred and fifty four respondents using a self-administered questionnaire. The unit of analysis of the main study was individuals where the population was the managers of award winning companies in Sri Lanka from 2015 to 2019. Based on the literature the researcher operationalized all the variables and those were analyzed using PLS- SEM. The researcher developed four hypothesis and three hypothesis were accepted in the analysis.

The findings revealed that both benign and malicious envy have positive relationship with the some charismatic leadership dimensions of the leader. Further, it was found narcissism personality of the leader moderates the relationship between charismatic leadership dimensions and malicious envy while narcissism personality of the leader does not moderate the relationship between charismatic leadership dimensions and benign envy.

This study contributed to the practitioners by providing different precious insights. Effective procedures need to be executed to recognize potential destructive individuals in the leader selection process by assessing the need for power, negative life themes, and narcissism. The vacant positions need to be filled with socialized rather than personalized charismatic leaders. Proper trainings need to be given not only for the leaders but also for the followers in order avoid organizational destructiveness. There should be favorable organizational environment for the ethical practices. Leader motivation is important from time to time in order overcome the unnecessary destructive behavior.

Further, this study contributed the theory in several ways. Social comparison theory describes how the leaders achieve their goals by comparing with others who have obtained a better position than them. Rely on the social comparison theory, the researcher replaced the performance driven behavior of the leader by benign envy and awards driven behavior by malicious envy. The researcher discussed the personalized and socialized charisma with related to destructive and constructive narcissism since there were only few authors differentiated between constructive and destructive narcissism or profiles of high bright side and low dark-side characteristics. Further, moderator impact of leader narcissism on organizational outcomes are discussed in the current study which also has not been discussed in the previous studies and ultimately provide rich insights to the existing theories.

The leaders become personalized and compelled more to be awards driven highlighting malicious envy characteristics in order to adopt company strategies in line with their personal agendas to get the social status and to become a super star leader in the corporate world. Since the awards reflect the company as well as the performance and success of the leader, it takes time to collapse the business and recognize it to the stakeholders as well as the outer world. So, in line with the explained theories the study, how the leaders become destructive in the context of awards due to their motivation to social comparison and how this influence the leader's own behavior was identified more curiously through the current study.