



UNIVERSIDADE CATÓLICA PORTUGUESA

Leader narcissism and Employee Work-Life Balance: An industry-specific analysis

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by

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2. Resumo.

Esta pesquisa investiga a relação entre o narcisismo grandioso em líderes e o Equilíbrio entre a Vida Profissional e Pessoal (EVPP) dos empregados, além de examinar como o fator do tipo de indústria modera essa dinâmica. Através da análise de mais de 3.000 avaliações de empregados de 14 indústrias diferentes nos Estados Unidos, o estudo emprega uma abordagem quantitativa para avaliar os comportamentos de liderança narcisista e o impacto dela no EVPP. Contrariamente às expectativas, o efeito direto do narcisismo do líder no EVPP dos empregados não foi estatisticamente significativo. No entanto, o tipo de indústria modera o efeito: em indústrias orientadas para as coisas, um maior narcisismo do líder correlaciona-se com um EVPP ligeiramente inferior, enquanto em indústrias orientadas para as pessoas, um maior narcisismo do líder associa-se surpreendentemente a um EVPP melhorado dos empregados.

Estas descobertas contribuem com insights para o debate sobre a liderança narcisista, sugerindo que os efeitos dela no EVPP dos empregados dependem do contexto. O estudo desafia a visão uniformemente negativa da liderança narcisista e destaca a importância de considerar os fatores específicos da indústria nas práticas organizacionais. Apela a futuras pesquisas para explorar os mecanismos subjacentes que impulsionam essas relações e para examinar as distintas dimensões da liderança narcisista.

Palavras-chave: Narcisismo do líder, Equilíbrio entre a Vida Profissional e Pessoal (EVPP), Narcisismo grandioso, Indústrias orientadas para as coisas, Indústrias orientadas para as pessoas.

3. Abstract.

This research investigates the relationship between grandiose narcissism in leaders and employee Work-Life Balance (WLB), examining how the industry type factor moderates this dynamic. Analyzing over 3,000 employee reviews from 14 different industries in the United States, the study employs a quantitative approach to assess narcissistic leadership behaviors and their impact on WLB. Contrary to expectations, the direct effect of leader narcissism on employee WLB was not statistically significant. However, industry types do moderate the effect: In things-oriented industries, higher leader narcissism correlates with slightly lower WLB, while in people-oriented industries, higher leader narcissism surprisingly associates with improved employee WLB.

These findings contribute with insights to the debate on narcissistic leadership, suggesting that its effects on employee WLB are context-dependent. The study challenges the uniformly negative view of narcissistic leadership and highlights the importance of considering industry-specific factors in organizational practices. It calls for future research to explore the underlying mechanisms driving these relationships and to examine the distinct dimensions of narcissistic leadership.

Key words: Leader narcissism, Work-Life Balance, grandiose narcissism, things-oriented industries, people-oriented industries.

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7. Abbreviations.

- WLB – Work-Life Balance
- HR – Human Resources
- IT – Information Technology
- CEO – Chief Executive Officer
- NPI – Narcissistic Personality Inventory
- NARQ – Narcissistic Admiration and Rivalry Questionnaire

8. Introduction.

The influence of leadership on workplace dynamics is a central concern in organizational investigation and a relevant topic among managerial studies. It has been approached through several considerations, one of which is the psychological profile of leaders. Delving into this, I explored the effect that one of the dark traits of personality, narcissism, has on the Work-Life Balance, an organizational outcome derived from the perspective of employees.

Paulhus and Williams (2002) affirm that narcissists have profound longing for admiration, claim grandiosity and keep a great sense of entitlement. Jonason and colleagues (2012) as well as Grijalva and colleagues (2015) found that grandiose narcissists engage often in toxic corporative relationships and are linked with negative work-related outcomes, where counterproductive behaviors become apparent. While Furnham (2009) agrees, he states as well that grandiose narcissism in leaders offers benefits in terms of more project motion, more goal-oriented motivation and good crisis handling in companies. Narcissistic leadership presents a dual nature to it; while it promotes confidence and risk-taking, it also correlates with exploitation, impulsiveness, aggressiveness, and lack of consideration for subordinates.

Consequently, Kaiser (2020) found a correlation between narcissism and leadership where narcissists tend to self-promote often for leading positions, however, Rosenthal and colleagues (2006) affirm that while charismatic narcissistic leaders may drive short-term organizational success, long-term studies indicate employee dissatisfaction, resentment, and ultimate failure in corporative endeavors. Greaves and colleagues (2014) added to the question of whether narcissism predicts leaders' success, but they encouraged further investigation in this respect. Furnham (2009) indicates that successful leaders have unfortunate personal relationships with their peers and families, but if this is a consequence

of narcissism and if this affects their employees simultaneously, it has not been fully determined yet. While some studies have examined how narcissists thrive in leadership roles, as the one by Rosenthal and colleagues (2006), there is a lack of empirical research focusing on how their behaviors impact the day-to-day livelihood of employees.

In comes the complementing variable of the study, Work-Life Balance (WLB), who encompasses various definitions commonly circling its core elements which are time, involvement and satisfaction as stated by Greenhaus and colleagues (2003). When poorly managed, Guest (2002) warns about various mental and physical health implications, however, when it is well managed Rodríguez-Sánchez and colleagues (2020) highlight the positive organizational impact and the benefits it promises. When both elements, narcissistic leaders and WLB, come together, Biolik (2025) states that the interaction between the two is quite negative, creating a scenario where the satisfaction of employees with the latter is hindered. Similarly, Nevicka and colleagues (2018) as well as Greaves and colleagues (2014) agree that under narcissistic leadership, working conditions worsen for employees, which elevates the chances for poor employee perceptions of the WLB. At any rate, research that directly links narcissistic leadership to WLB remains scarce. Furthermore, industry-specific effects on this relationship have not been explored directly in relation to this particular interaction.

In spite of the established negative effects of narcissistic leadership, little is known about how the differences in industries moderate these effects. Spain and colleagues (2011) along with Rosenthal and colleagues (2006) found that some industries appeal more than others to narcissists, however, all seem to show grim outcomes in the interaction between narcissistic leaders and their subordinates. At first glance, industries such as finance and politics may

favor narcissistic leaderships due to their competitive nature and results, whereas others such as healthcare and education may be more negatively impacted by it, in any case, the consequences for their employee outcomes have not been soundly confirmed.

My research investigates the relationship between Grandiose narcissism in leadership and employees' Work-Life Balance. In it, I seek to determine whether the presence of narcissistic leaders negatively affects this work-related outcome, meaning that provided a narcissistic leader presides in a company, his or her employees will have to work more while spending less time in out-of-the-office roles. Additionally, my analysis explores how the industry type factor moderates employees' perceptions of WLB under narcissistic leadership.

In today's highly competitive corporate scenario, every opportunity of improvement aids in the effort to build competitive advantage. As the Work-Life Balance increasingly becomes a priority for modern employees, businesses are increasingly interested in boosting their knowledge on this kind of organizational outcomes to better retain and attract skilled workers. If organizations fail to address the potential hazards of narcissistic leaderships, they risk fostering unsustainable workplace environments, where employee disengagement and dissatisfaction become recurrent issues and ultimately risk losing competitive advantage through talent migration (Chambers et al., 1998); poor Work-Life Balance means higher levels of stress, burnout and low job satisfaction, leading to low productivity, high turnover rates and other negative organizational outcomes (Guest, 2002).

Identifying the role of narcissistic leadership in shaping workplace culture is crucial for companies aiming to prevent these negative consequences and enhance their organizational effectiveness. I intend to add to the predictability studies of WLB and suggest measures for managers to consider when handling narcissistic leaders in their companies.

By examining the intersection of narcissistic leadership, employee WLB and industry moderating effects, my research aims to add to this growing discussion on management and the Dark Triad traits. Provided I found conclusive evidence on the relationship between narcissistic leadership and disproportions in the Work-Life Balance of employees in certain industries, this will contribute to the study of enhanced management practices of human talent in specific sectors of the economy, emphasizing the need for the micromanagement of certain potentially hazardous narcissistic behaviors detrimental to the company performance.

In my thesis, I employ a quantitative, empirical approach using a set of employee reviews from Glassdoor® to analyze the relationship between narcissistic leaders and their employees' WLB. A comprehensive examination of existing literature, combined with statistical analyses of over 3,000 employee reviews across 14 industries in the United States, helped me identify the overall impact of grandiose narcissistic leadership on employee WLB. Subsequently, I segregate industries into "things-oriented" and "people-oriented" groups based on prior studies linking personality traits to occupational choices such as the one performed by Gruda and colleagues (2023), to examine the industry-specific effects in the studied relationship. I assess whether employee WLB in things-oriented industries (such as IT or manufacturing) experiences greater negative effects from narcissistic leadership than in people-oriented industries (such as healthcare or education).

9. Literature Review.

9.1 Narcissism and the Dark Triad.

The Dark Triad concept was coined by researchers Paulhus and Williams (2002), it gathers three personality constructs considered to be socially aversive: Machiavellianism, Psychopathy and narcissism. They all encompass lack of empathy, ethics, morality selfishness, manipulation, hostility, and researchers found other correlations among the three components but concluded that although they share many behaviors and therefore overlap with each other, they are different constructs and must be addressed and studied individually. My research focuses exclusively on the latter: Narcissism. As stated by Rauthmann and Kolar (2013) it is perceived by others significantly more favorably than Machiavellianism and psychopathy, that is, more appealing, brighter and less repulsive, and, in general terms, as the authors affirm, many more people share narcissistic core desires to some extent which makes it more prevalent throughout society, with more openness for display and acknowledgment.



Figure 1. The Dark Triad.

Source: D. Strycharczyk “The Dark Triad and Mental Toughness”, 2017.

Narcissism has been framed diversely since the late 19th century but can be defined as a tendency to assess oneself by exaggerating or enhancing one's own accomplishments and talents, as described by Paulhus (1998). This personality construct includes psychological facets such as self-admiration, grandiosity, dominance, superiority and entitlement. It can overlap with self-esteem but is inherently distinct. It also shows recurrent neuroticism, extraversion, vanity, ambition, disagreeableness, egotism, and it is characterized by self-deception, meaning that a narcissistic person will display these behaviors not to manipulate people but because they do consider themselves superiors. On the other hand, a correlation with cognitive abilities was also found by Paulhus and Williams (2002), and contrary to the common conception, narcissism also shows bright traits such as self-confidence and inspiration in others as put by Smith and colleagues (2018).

About the gender gap in narcissism, Schmitt and colleagues (2017) found that overall, male population tends to score higher on the dark traits than female population but discovered that the difference increases in highly egalitarian cultures such as Denmark or Iceland, contrary to the common theory.

9.2 Grandiose narcissism.

Narcissism has been proven to be a heterogenic construct as affirmed by Biolik (2025), but two main subtypes are frequently referred to: grandiose narcissism and vulnerable narcissism. My research focuses only on the individuals that show the former one given that this was the one measured in the employee reviews and research literature has a much wider discussion on this subtype of narcissism.

As defined by Miller, Campbell and colleagues (2011) grandiose narcissism gathers the aspects of grandiosity, aggression, and dominance, while vulnerable narcissism gathers the aspects of low self-esteem, anxiety, insecurity such as inadequacy, incompetence, vulnerability to criticism and fear of neglect. Miller and colleagues further found that grandiose narcissism is positively correlated with extraversion and self-esteem and negatively correlated with neuroticism and agreeableness, and this construct subtype, much a part of the Dark Triad, also demonstrates cold, hostile and antagonistic interpersonal relatedness. This gives me light on the expected outcomes of social and professional relationships at work.

Grandiose narcissism can be measured through various empirical methods, but the most recurrent one is the one proposed by Raskin and Hall (1979) called the Narcissistic Personality Inventory. This system encompasses seven main elements, Authority, Exhibitionism, Superiority, Entitlement, Exploitativeness, Self-sufficiency and Vanity, whose scores are extracted from personal perception questionnaires and form an overall narcissism score. Its empiric value was later re-validated by its authors (R. Raskin & Terry, 1988).

This subtype of narcissism is in turn divided into two subdimensions called admiration narcissism and rivalry narcissism. They were proposed by Back, and colleagues (2013) within their Narcissistic Admiration and Rivalry Concept (NARC) and there they found that both subdimensions are correlated but differ in terms of social outcomes. Together they encompass behaviors like seeking social admiration, aggression, bragging, impulsive acting and decision making, pursue for power and domination, but also charm, self-assurance and

even humor. Back and colleagues (2013) developed then the Narcissistic Admiration and Rivalry Questionnaire (NARQ) to score and assess both items separately.

The authors refer to these two subdimensions as different strategies to achieve the grandiose self as seen by narcissists. Admiration narcissism focuses on self-promoting, which means striving for uniqueness, charming others, feeding grandiose fantasies, showing self-assurance, and in the meantime, becoming a social potency. Their methods are often referred to as agentic or assertive. On the other hand, rivalry narcissism focuses on self-protection, which means devaluating others, being aggressive, striving for supremacy, being prone to anger, being impulsive, exploiting others, and in the meantime, creating social conflicts. Their methods are often referred to as antagonistic.

Researchers agree that these behaviors often generate short-term romantic and professional success, but in the long-term, conclude in personal failure and rejection by others, as affirmed by Rauthmann and Kolar (2013).

Gebauer, Sedikides and colleagues (2012) also made a worth mentioning distinction between grandiose narcissism and communal narcissism, where they explain the latter as narcissists that employ communal means to achieve the grandiose self. They differ the two concepts mainly in the sense that grandiose narcissists pursue personal gain through agentic and antagonistic strategies by being extraverted, unique and competitive, while communal narcissists pursue personal gain through collective strategies by being helpful, warm and trustworthy. Ultimately, both views have the same core motivations: Self-aggrandize and self or external validation.

Regarding the spread of narcissism's subdimensions among genders, Grijalva and colleagues (2015) observed that grandiose narcissism is higher in men than in women, while vulnerable narcissism showed no relevant distinction among genders.

9.3 Grandiose narcissism at the workplace.

There is a large consensus in research literature in the sense that grandiose narcissism within the corporate environment generates noticeable negative outcomes for companies and their stakeholders. As stated by Jonason and colleagues (2012), it has been related to unethical behaviors, toxic environments, reduced productivity or inefficiency, poor decision making and general coworker conflicts. In their research, narcissism was proved to be correlated with the employment of soft tactics of manipulation to achieve recognition and power, such as ingratiation, and less so with hard tactics such as directly forcing the will of coworkers.

At the office, as Furnham (2009) affirms, narcissists in pursuit of success will often take credit for someone else's job, disregard or avoid responsibility for their own failures, neglect feedback, show unrealistic optimism only for their own future, display hypocrisy regularly and overestimate their competences. As a result, they tend not to communicate effectively, and this affects most of their work activities. They often end up creating a path of self-destruction, as the author calls it, that makes it highly unlikely for them to be successful in the long run.

Nevertheless, Furnham (2009) also confers that grandiose narcissism has two sides to its traits from which organizations feed: A darker side and a brighter side. The darker side comprises the behaviors aforementioned which increase risk for organizations, conversely, the bright side gathers their self-assurance which makes them charismatic, their achievement-

orientation which makes them effective, their indirect team motivation and their proven low levels of depression and anxiety nurtured by high self-esteem. These traits, although bred mainly from their egotism, are considered benign as organizations may experience more motion for their projects, higher pursuit of goals, motivated teams and employees willing to take action during times of crisis.

The debate on the degree of benefit that grandiose narcissism brings to companies is still widely discussed but, in most cases, it tends to skew more to negative conclusions.

9.4 Grandiose narcissistic leaders.

Researchers concur that in their career, narcissists tend to seek high ranking positions where they can perceive more power, control and recognition, which goes in line with their common core motivations (Schyns et al., 2019). It is likely, as Furnham (2009) puts it, that in any given organization and in some industries more than others, many leading figures display narcissistic behaviors.

Kaiser (2020) found a positive correlation between narcissism and leadership emergence based on the brighter traits of this personality construct, however he later argues that these very traits backfire professionally. Rosenthal and Pittinsky (2006) aimed to reframe the relationship between narcissism and leadership when trying to answer the dilemma whether a leader benefits or not from being narcissistic. They supported the idea that narcissists self-promote and self-nominate more frequently for leading positions than non-narcissistic employees, despite being underqualified, and often get the jobs through extraverted charismatic behaviors, persuasion and grandiose promises. They proposed to go beyond the discussion between the darkness or brightness of grandiose narcissism in leadership by

analyzing its correlations with specific behaviors: The need for constant flattery, the obsession with superiority and recognition, the levels of hypersensitivity and anger, the level or lack of empathy, the level of amorality, the levels of irrationality and inflexibility, and the level of paranoia. Given a risky combination of these items in an individual, the degree of narcissism may prove indeed very negative for an organization.

In their research, Rosenthal and Pittinsky (2006) looked at historical political and corporate leaders and found that given certain circumstances, societies or organizations in extreme urgencies or uncertainties may be eager to give leading positions to narcissists because of their confidence, self-assurance and the sense of reliability they provide, and because they prove to be effective during crises. However, they concluded that in time, most do not prevail, and their methods and decisions lack sustainability, failing with the grand objectives and losing favor from peers. Furnham (2009) agrees, and states that while a few traces of narcissism in a leader may prove beneficial in the short term, they will become problematic in the long term.

Furnham (2009) also found that narcissistic leaders, or managers in the corporate world, are not interested in directing others to success, but rather expect subordinates to already know and execute properly, they are susceptible to flattery and expect more attention from others in their life and interests rather than being interested in the subordinates' lives, they commonly abuse power and seek more in time, they lack ethical constraints and tend not to abide by the law, and usually take rushed, often bad decisions but with great confidence. Bergman and colleagues (2010), Zhang and colleagues (2024), and Mutschmann and colleagues (2022) went further and linked narcissistic leaders with white-collar criminality, substance abuse scenarios and toxic corporate environments.

Although attempts have been made to predict company performance indicators through CEO narcissistic traits, no definitive conclusions have been made. It is worth mentioning that some authors believe that without narcissistic leaders, the world would have been deprived of innovation and bold changes.

Researchers Grijalva and colleagues (2015) reaffirmed the significant relationship of narcissism with organizational outcomes and contributed to the discussion by analyzing how narcissistic leadership predicts leader emergence, leader effectiveness and counterproductive work behaviors (CWB), which as the authors define them, are “volitional acts that harm or are intended to harm organizations or people in organizations”. In their work, they concur with the previously depicted definition of a narcissistic leader and found that narcissistic leadership is positively correlated with CWB, positively correlated as well with leadership emergence, and that it does not predict conclusively leadership effectiveness but using extraversion as a moderator, concluded that average scoring leaders in narcissism present better outcomes than high or low scoring ones. O’Reilly and Chatman (2020) supported the connection between grandiose narcissism in leaders and CWB and found that this has a cost of over USD20 billion annually in the United States.

Other researchers have delved deeper into the connection between narcissistic leadership and organizational outcomes of leadership. Gruda and colleagues (2021) found that the subdimensions of grandiose narcissism can explain certain leadership outcomes such as successful corporate fundraising; while admiration narcissism is positively correlated with this outcome, rivalry narcissism is not. They found as well (2021) that people are more willing to interact and potentially empower narcissistic leaders provided a high level of anxiety, which goes in line with Rosenthal and colleagues’ findings (2006), and further

concluded that people are more attracted to male narcissistic leaders at first stages, but both factors tend to decrease when the popularity of the leader increases. Gruda and colleagues (2023) further found that according to the narcissistic leader's gender, the characteristics of their followers can be explained and suggested that the assessments of leaders' performance by their subordinates do vary when moderated by this factor.

9.5 Narcissistic leaders and employee outcomes.

When carefully looking at the impact that narcissistic leaders have in the life of subordinates, Nevicka and colleagues (2018) concluded that when workers are distant from their leaders, either hierarchically or because of the composition or nature of their work, they assess their narcissistic leaders as more effective and reported better working conditions or show better attitudes towards the job as the authors state. Conversely, when employees have more contact with narcissistic leaders, their assessment on leader performance is negative, they report worse working conditions and show worse attitude towards the job. This, as was found, is moderated by the level of charisma and energy towards work that the narcissistic leader shows. In the end, the researchers affirm that narcissism in leaders does not conclusively predict objective outcomes in workers' lives but suggest that a low scoring leader in narcissism will experience perceivable aspects such as less absenteeism in the workplace.

Furnham (2009) concluded his research with unresolved questions in the relationship between aspects of narcissism and work-related outcomes, and about narcissistic leaders he states that many successful leaders have damaged personal relationships especially within their families, but if this is a consequence of narcissism and if this projects onto subordinates is yet to be determined. My research proposes to focus the analysis on one specific work-related outcome within the context of this discussion: The Work-Life Balance of employees.

9.6 Narcissistic leaders and employee Work-Life Balance.

There are various and diverse definitions for Work-Life Balance throughout academic literature; Greenblatt (2002) defines it broadly by stating that WLB is “the absence of unacceptable levels of conflict between work and nonwork demands.” On the other hand, Greenhaus and colleagues (2003) gathered the commonly addressed topics and concerns and proposed the definition “the extent to which an individual is equally engaged in – and equally satisfied with – his or her work role and family role.” In both cases three elements are central: Time, involvement and satisfaction.

The researchers confer that this concept has great subjective variability, depending on anyone’s values or desires, but that beyond this aspect, a satisfactory balance is the optimal goal. Regardless of the commitment to the involvement on any side, work or life, an individual is considered to present an imbalance if he or she gives more relevance to either aspect. Furthermore, they found that individuals that presented an imbalance towards family reported a better life quality than individuals that presented an imbalance towards work. The latter reported higher levels of stress and a greater number of work-family conflicts.

While some methods of measuring the WLB engaged the perception of the balance and others the best ways to optimize the balance such as the method by White (1999) or Saltzstein and colleagues (2001), Marks and MacDermid (1996) focused on the actual level of WLB reported by employees through an 8-item involving the three elements of WLB: Time, involvement and satisfaction.

The importance of measuring WLB, researchers agree, resides in correctly identifying the status of this outcome among employees for managers to effectively intervene and extract

organizational benefits, as Kalliath and Brough (2008) found. And as Frone (2003) puts it, decreasing the levels of inter-role conflict while increasing the levels of inter-role facilitation creates the optimal balance between work and life, and should be an active pursuit for managers. Fleetwood (2007) contributed with the idea that the perception of WLB is greatly shaped by how much employees have control over when and how much they work, and he further suggested that managers should offer flexible working practices to boost the perceived organizational benefits. Greenblatt (2002) brought both discussions together by stating that the ability of an employee to manage his or her day and resources distribution is still very much constrained but can be enhanced through company policies and culture.

On gender moderating WLB, Emslie and Hunt (2009) found that after analyzing similar positions occupied by either gender among various companies, in most cases women report more conflicts between their lives on and off the job, while in fewer cases the report will be the same amount or higher for men. Karkoulian and colleagues (2016) suggested that the disparity of WLB among genders is strengthened through misconceptions of female demands, meaning that the personal requests from female employees are often treated differently than the male equivalents. Ultimately this concludes in worse WLB reports from women. Duxbury and Higgins (1991) argue as well that this disparity can be explained through societal expectations and behavioral roles, which translated to corporative environments, frames the managerial role expectations for each gender.

Regarding the positive or negative outcomes from the state of WLB, Guest (2002) hints several consequences inside and outside the corporative environment. On the personal side, WLB imbalances can damage mental and psychosomatic health, create stress disorders, promote substance abuse, create physical health problems, risk family commitment, decrease

marital satisfaction, among others. On the corporative side, it has been linked with impacts on individual performance, job insecurity, work addiction or workaholism, professional relationship conflicts and conflicts in the leader-follower relationship. Conversely, Rodríguez-Sánchez and colleagues (2020) affirm that investing in improving WLB grants more time for employees to develop personally and professionally, while contributing to increase productivity, boost creativity and enhance competitive advantage.

One of the main drivers of WLB policies, Greenblatt (2002) states, is leaders. In her research, she concluded that in the identification and control of restorative and depleting activities as the author labelled them, managers directly impact this organizational outcome for employees. The researcher confers that such activities are mutable to every industry, but in general, a well-managed WLB policy enhances the company's KPIs.

The central discussion of my research proposes a negative relationship between the presence of narcissistic leaders in a company and WLB for employees. On this topic, research literature is limited, however, Greaves and colleagues (2014) aimed to relate leadership traits and found that narcissism is negatively related to wisdom and to transformational leadership, which resulted in high levels of role ambiguity as perceived by employees, less favorable perception of narcissistic leaders by their subordinates, and suggested that this may predict leader success or failure. The researchers also found a positive relationship between narcissism in leaders and uncertainty management.

Furthermore, Biolik (2025) also affirms that in their pursuit of core motivations, narcissistic leaders give top priority to work in direct detriment to family or life, resulting in workaholism, excessive work delegation, overestimation of own work, numerous family-work conflicts, low work harmony, emotional exhaustion and other consequences shared by

their immediate coworkers. Thus, not only is their own WLB affected, but chances are, their employees' WLB is as well.

Although not having explicitly linked WLB with narcissistic leadership, Greaves and colleagues (2014) gave way to proven imbalances in the perception of employees' daily work, in the frames of their tasks in the companies, and therefore a chance for disproportion in their Work-Life Balances. This agrees with the research by O'Reilly and Chatman (2020), where they affirm that subordinates working for narcissists become more frustrated and stressed, less satisfied and show less commitment to the company, which unequivocally overlaps with the WLB components of satisfaction and involvement.

Based on the aforementioned, I propose my first hypothesis:

Hypothesis 1: Grandiose narcissism in leaders negatively relates to employee WLB.

9.7 The moderating role of industry.

I further propose the inclusion of industry as a moderating variable in the study of the relationship between narcissistic leaders and WLB to delve deeper into predicting factors for this work-related outcome. Research literature presents various suggestions of the relationship between narcissism and leadership among certain industries as do Spain and colleagues (2011) whose research suggested that narcissistic leaders thrive in the military industry and are better assessed by peers and subordinates. Rosenthal and Pittinsky (2006) concluded similarly for the politics, sales and media industries, and added that organizations in industries that require high public relations investments, are prone to crises, or crave strong leadership may lean more towards narcissistic leaders. On the other hand, Greenblatt (2002) affirms that some industries generate organizational cultures that promote relentless

enthusiasm, visible participation and overachievers, an attractive field for narcissists, that ultimately creates recurrent burnout in employees and distorts WLB.

Given the considerable number of industries presented at the Glassdoor® database, and the differences among them, I segmented the study into two groups based on the research by Gruda and colleagues (2023) where the majors selected by college students are divided into “things-oriented” and “people-oriented” and can be predicted by assessing the students’ scores on dark triad traits. The researchers further supported the theory that personality traits have a great impact on educational and occupational choices; previous academic literature has determined that personal desires strongly influence the vocational path selection towards careers whose promised outcomes satisfy them, as Vedel (2016) affirms. Narcissists, much as other dark triad individuals, desire power, recognition and admiration. Vedel and Thomsen (2017) found that careers in law and business strongly promote self-interest behaviors which lure effectively dark triad individuals. Moreover, studies such as the one by Vize and colleagues (2018), found that students opting for things-oriented careers such as law or commerce, scored low on agreeableness when compared with students in psychology or arts who scored high on openness. This first trait overlaps with the dark triad, and, as the researchers then determined, those individuals were as well highly competitive and narrow-minded.

Things-oriented industries focus on tangible outputs and are traditionally associated with successful careers, highly demanded jobs and socially desirable positions. Some of the principal industries in this category are Manufacturing, Engineering and IT, mainly due to their continuous technological and financial advances. Conversely, people-oriented industries are associated with human interaction, establishing relationships, social services,

and the sense and progress of a community. Health care, education and arts are among the main ones in this category, and in general terms they emphasize the care for others.

In their study, Gruda and colleagues (2023) found that a specific dark trait, Machiavellianism, scored higher for students that chose things-oriented majors than students that chose people-oriented majors, and that male students scored higher in Machiavellianism than female students in general, and were more inclined to choose things-oriented majors. Following their conclusions, my second hypothesis is that things-oriented industries will present a greater number of narcissistic leaders and their presence will cause more noticeable consequences for their workers, as their core motivations might be better represented by those industries in which power, dominance, recognition and superiority can be more easily achieved through monetary power and economic prowess, rather than through social impact and community recognition.

Therefore, my proposed second hypothesis is:

Hypothesis 2: Industry moderates the relationship between grandiose leader narcissism and employee WLB, in the sense that with present grandiose narcissistic leaders, WLB is lower in things-oriented industries than in people-oriented industries.

10. Methodology.

10.1 Sample and procedure.

In my research, I employed a quantitative methodology through StataNow™ 18.5 BE analyzing a database of 3,625 employee reviews provided by Glassdoor® for academic purposes from 93 companies across 14 industries in the United States. These reviews were assessed by a set of raters who were trained for a period of six weeks in identifying dark triad behaviors. A total of 15,678 ratings were performed.

As general parameters, I considered only the reviews that had more than 3 ratings on dark triad assessments and the ones which counted with a minimum of 99% of confidence by Glassdoor® on the authenticity of the reported information; Glassdoor® does an internal audit to verify that the employees who reviewed the companies in fact do work or worked for the company they reviewed in the position they reported and for the period they stated. Thereafter, I dismissed the reviews that lacked reports on the key inputs of industry and Work-Life Balance. A resulting 3,572 reviews remained, each with an average of 4.39 dark triad behaviors ratings. Finally, the mixed-effect regression analyses removed the reviews that missed information on the controlling variable of education, for a total of 1,736 final analyzed reviews.

10.2 Measures.

I. Employee Work-Life Balance.

The level of Work-Life Balance of each employee was a self-assessment through a simple 1 to 5 score, being 1 the worse perception of one's own WLB and 5 the best perception of one's own WLB.

II. Narcissistic leader behaviors.

The main element of my research, narcissistic leadership, was measured by the dark triad behaviors raters, previously trained during six weeks in identifying dark triad traits, following the guidelines proposed by Schyns and colleagues (2019). In this research, the authors highlighted the main narcissistic behaviors:

Behavior	Meaning
<i>Over-claiming</i>	Falsely taking credit for contributions to the organization.
<i>Self-promotion</i>	Actively promoting themselves.
<i>Aggression</i>	Being aggressive after negative feedback and criticizing the source of feedback.
<i>Trophy colleagues</i>	Treating valued members of the organization (trophy colleagues) different to those who do not boost their egos.
<i>Controlling others</i>	Trying to control or minimize other people's influence.
<i>Personal benefit pursuit</i>	Scheming for personal benefit without considering consequences for others.
<i>Risky decision-making</i>	Making bold, risky decisions without regard to organizational rules or ethics.

Table 1. Narcissistic behaviors.

Source: (Schyns et al., 2019)

The raters identified any or all of the narcissistic behaviors reflected in the employee reviews, and reported 1 if the behavior was present or 0 if it was not. The scores were then combined and averaged to identify the percentage of agreement among raters in whether there is a narcissistic leader present in that company or not. Ultimately, this gives a glimpse as well as

to the level of narcissism that the leader in that company has; the higher the percentage of agreement, the more narcissistic the leader is assessed.

III. Things vs. people-oriented industries.

When assessing the moderating effect of the industry type variable I employed the method proposed by Gruda and colleagues (2023) by extrapolating the information from this research and associating it with the industries present in the studied database. I segmented the industries as follows:

Things-oriented industries
Aerospace & Defense
Information Technology
Manufacturing
Oil, Gas, Energy & Utilities
Telecommunications

People-oriented industries
Business Services
Consumer Services
Finance
Health Care
Insurance
Media
Real Estate
Restaurants, Bars & Food Services
Retail

Table 2. Segmentation between things-oriented industries and people-oriented industries.

The criteria followed to segment the industries are divided into the natural focus of the industry, and its psychological and organizational requirements. Things-oriented industries gather the ones whose primary outputs are tangible goods (e.g. Aerospace & Defense, Manufacturing, Oil, Gas, Energy & Utilities), or depend on heavy tangible infrastructure (e.g. IT, Telecommunications). Moreover, these industries emphasize efficient, technical and

automatized processes with minimal interpersonal interaction jobs, much more strictly framed and structured which may provide clearer boundaries for work and life roles.

On the other hand, people-oriented industries encompass the ones whose successes depend on human interaction and relationships (e.g. Business Services, Consumer Services, Retail), or whose outputs are inherently linked to people's primary concerns (e.g. Finance, Health Care, Insurance, Media, Restaurants, Bars & Food Services). In addition to this, these industries require empathy, efficient communication, more socially active, and tend to be emotionally demanding.

Overall, the sample was distributed in 36,35% of the reviews belonging to the things-oriented industries and 63,65% of the reviews belonging to the people-oriented industries.

IV. Control variables.

For the various analyses conducted on the research I included the controlling variables of employee gender, birth year, education level, overall company rating, compensation benefits, word count and review date.

About the demographic controlling variables, the gender of employees was fully reported in the reviews and aimed to give light on the disparities in the variables studied. The birth year was submitted by most of the reviewers and reflects the age of the analyzed population; it encompasses wide and diverse ranges of experiences, careers and WLB perspectives. The education level reflects the different job positions of the reviewers and adds as well to the diversity in perspectives and statuses of employee WLB.

On the corporative controlling variables, the overall company rating is another 1 to 5 scoring; it reflects the acceptance of the state of WLB of employees associated with the qualification

of the company (e.g. an employee working in The Coca-Cola Company might accept worse working conditions because of the reputation of his or her employer). The compensation benefits are yet another 1 to 5 score of the company's compensation in terms of salary, insurance, maternity or paternity leaves, among others.

As per the remaining controlling variables, the word count of the reviews was integrated into the analyses because of its association to the relevance of the information in each review. Given that the employees were not asked to review their leaders per se but their employing companies in general, the more words they wrote, the higher the likelihood of finding narcissistic leader behaviors. Finally, the date of the review was also included as to evaluate exogenous factors to the reviews, that is the time of the year in which the company was reviewed, the global or local events occurring close to those dates, and other factors.

11. Results.

11.1 Correlations table.

After examining the correlation coefficients in **Table 3** between the controlling variables (i.e. Employee gender, birth year, education level, overall company rating, compensation benefits, word count and review date) with Work-Life Balance, together with the extracted level of narcissism from the reviews and the generated variable of things-oriented industries vs. people-oriented industries, I determined that the correlation ($r = -0.05$, $p = 0.002$) between the main variable and the outcome variable indicates a very weak negative linear relationship between Work-Life Balance and leader narcissism. This would suggest that higher levels of WLB are only explained through low levels of narcissism in leaders, and vice versa. However, the magnitude of the coefficient makes the relationship almost inconsequential.

Pairwise correlations of main and control variables.

Variables	M	SD	(1)	(2)	(3)	(4)	(5)	(6)	(7)	(8)	(9)	(10)
(1) Employee Work-Life Balance	2.44	1.32	1.00									
(2) Leader narcissism	16.45	8.95	-0.05**	1.00								
(3) Things-oriented industries	0.36	0.48	0.23***	0.06**	1.00							
(4) Employee gender	1.50	0.50	0.05**	0.02	0.20***	1.00						
(5) Birth year	1979	11.87	-0.05*	-0.03	-0.17***	-0.07**	1.00					
(6) Education	2.69	1.29	0.10***	-0.00	0.21***	0.05*	-0.15***	1.00				
(7) Overall company rating	2.29	1.12	0.53***	-0.13***	0.11***	0.02	0.03	0.04	1.00			
(8) Compensation benefits	2.76	1.28	0.36***	-0.04*	0.17***	0.03	-0.09***	0.05*	0.51***	1.00		
(9) Word count	85	55.65	-0.01	0.09***	-0.07***	-0.04*	0.03	-0.05*	0.00	-0.01	1.00	
(10) Review date			-0.07***	0.03	-0.04**	-0.03	0.26***	-0.04	-0.11***	-0.06***	-0.03	1.00

Unstandardized coefficients, *** $p < 0.001$, ** $p < 0.01$, * $p < 0.05$.
Things-oriented industries = 1, people-oriented industries = 0.

Table 3. The correlation between Employee Work-Life Balance, leader narcissism and industry type.

On the other hand, the correlation ($r = 0.23$, $p < 0.001$) of the things-oriented industries variable with the outcome variable does show a positive relationship between the variables with strong significance, meaning that WLB becomes higher when in things-oriented industries than when in people-oriented industries.

Unsurprisingly, variables such as education ($r = 0.10$, $p < 0.001$), overall company rating ($r = 0.53$, $p < 0.001$) and compensation benefits ($r = 0.36$, $p < 0.001$) present a much higher correlation with WLB than leader narcissism. This can be explained through the direct connection that employees perceive between better working conditions with more attached benefits, and a better Work-Life Balance for themselves. The remaining controlling variables show little to no relationship with WLB.

11.2 Main analysis.

Further into the examination of the relationship between leader narcissism and WLB, I ran a mixed-effects regression analysis with robust standard errors predicting WLB through leader narcissism. It can be concluded that narcissism in leaders ($b = 0.005$, $p = 0.157$) is not a statistically significant predictor of the Work-Life Balance of employees, which means that

there is not enough evidence to confirm that more narcissistic leaders unequivocally mean more work for employees in detriment of their time for leisure.

Mixed-effects regression results						
Work-Life Balance	Coef.	St. Err.	t-value	p-value	[95% Conf.	Interval]
Leader narcissism	.005	.003	1.41	.157	-.002	.011
Employee gender	.006	.054	0.11	.913	-.101	.113
Birth year	.003	.002	1.41	.158	-.001	.007
Education	.055	.019	2.89	.004	.018	.092
Overall company rating	.522	.027	19.70	0	.47	.574
Compensation benefits	.143	.03	4.70	0	.083	.203
Word count	-.001	.001	-1.44	.151	-.002	0
Review date	0	0	-1.03	.301	0	0
Constant	-4.403	4.15	-1.06	.289	-12.538	3.731
Constant	.133	.028	.b	.b	.089	.2
Constant	1.08	.04	.b	.b	1.005	1.161
Mean dependent var.		2.499	SD dependent var.			1.326
Number of obs.		1736	Chi-square			815.154
Prob > chi2		0.000	Akaike crit. (AIC)			5191.498

Table 5. The effects of Narcissism in Work-Life Balance.

The regression analysis, however, confirms the positive and significant effects of variables such as education level ($b = 0.055$, $p = 0.004$), overall company rating ($b = 0.522$, $p < 0.001$), and compensation benefits ($b = 0.143$, $p < 0.001$), which indicates that well-educated employees working in well-regarded companies and receiving considerable compensation benefits assess very positively their own Work-Life Balances.

In brief, for my **Hypothesis 1**: *Grandiose narcissism in leaders negatively relates to employee WLB*, I did not find any support as both elements turned out to be positively related but with an irrelevant statistical significance.

11.3 Industry-moderated analysis.

Moving onto the industry effect on the relationship between leader narcissism and WLB, there are considerable differences in the reported WLB status among the 14 industries included in the dataset. Employees working in the Oil, Gas, Energy & Utilities industry

reported the highest WLB, while employees working in the Real Estate industry reported the worst WLB. Additionally, in industries such as Media or IT, employees reported themselves to be highly satisfied with their WLB, contrary to employees in Business and Customer Services who reported to be strongly dissatisfied with their WLB.

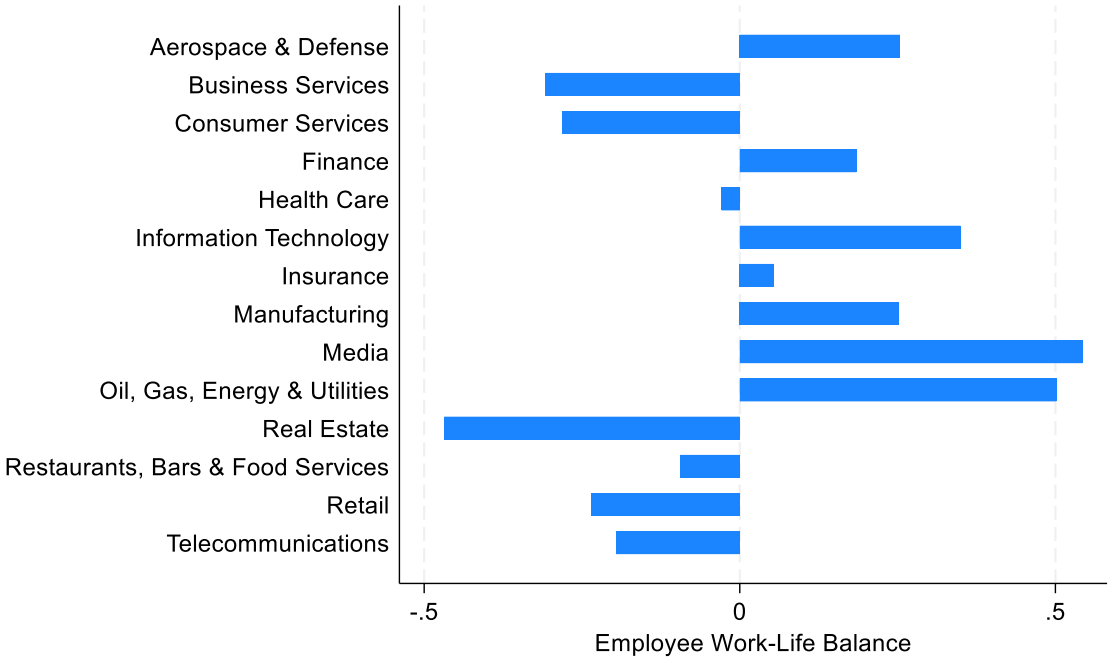


Figure 2. Standardized Employee Work-Life Balance across industries.

After segregating the industries into people-oriented industries and things-oriented industries, the difference in the perception of WLB becomes quite noticeable. While employees at things-oriented industries report a much higher WLB than the mean, employees at people-oriented industries concur with a considerably lower WLB perception than the mean.

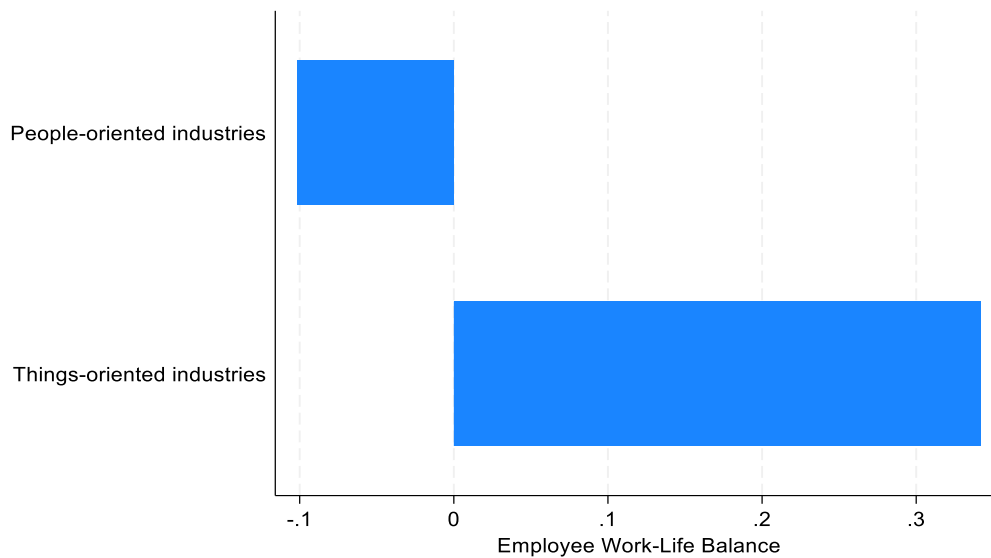


Figure 3. Standardized Employee Work-Life Balance difference between people-oriented industries and things-oriented industries.

Further on this analysis, no conclusive evidence was found on considerable differences of WLB between genders. When examining leader narcissism among the two types of industries, there is also a similar distribution as in employee WLB; in things-oriented industries, leader narcissism is noticeably more present than in people-oriented industries.

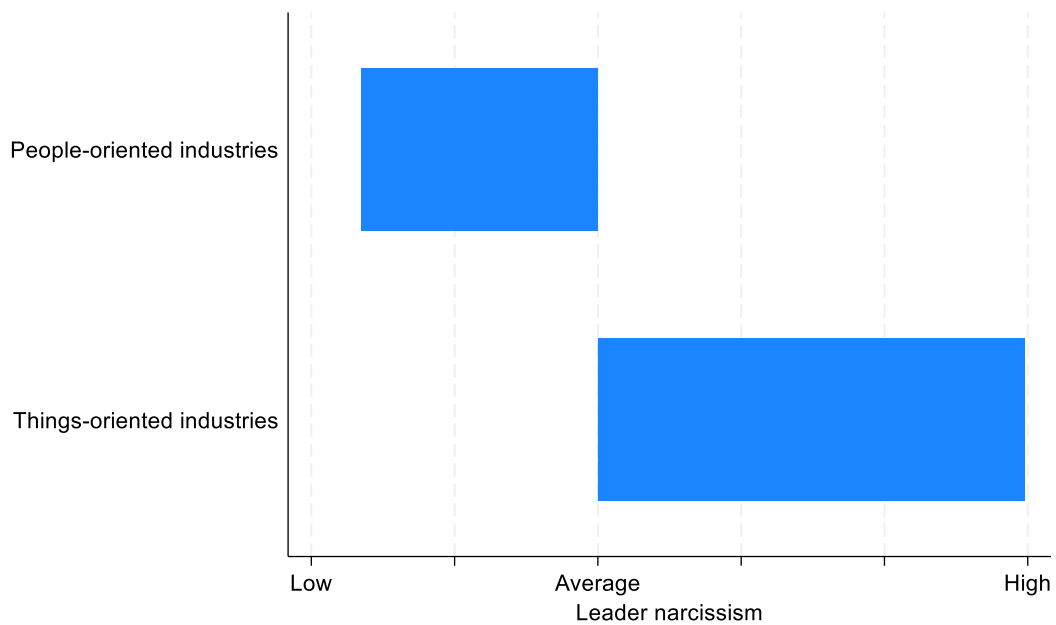


Figure 4. Standardized Leader narcissism in things-oriented industries and people-oriented industries.

I then examined the moderating effect of the type of industry in the prediction of WBL by leader narcissism. As **Table 6** shows, the level of leader narcissism depending on the type of industry significantly and more strongly predicts employee WLB ($b = -0.013$, $p = 0.028$).

Mixed-effects regression results

Work-Life Balance	Coef.	St. Err.	t-value	p-value	[95% Conf	Interval]	Sig
Industry type	.597	.125	4.78	0	.352	.842	***
Leader narcissism	.01	.004	2.22	.026	.001	.018	**
Industry x Leader narcissism	-.013	.006	-2.20	.028	-.025	-.001	**
Employee gender	-.011	.056	-0.20	.844	-.12	.098	
Birth year	.003	.002	1.59	.111	-.001	.008	
Education	.046	.019	2.38	.017	.008	.083	**
Overall company rating	.519	.027	19.51	0	.467	.571	***
Compensation benefits	.14	.031	4.58	0	.08	.2	***
Word count	-.001	0	-1.27	.203	-.002	0	
Review date	0	0	-1.10	.27	0	0	
Constant	-5.436	4.231	-1.28	.199	-13.729	2.857	
Constant	.104	.021	.b	.b	.07	.155	
Constant	1.076	.04	.b	.b	1.001	1.158	
Mean dependent var.		2.499	SD dependent var.			1.326	
Number of obs.		1736	Chi-square			917.935	
Prob > chi2		0.000	Akaike crit. (AIC)			5174.470	

*** $p < .01$, ** $p < .05$, * $p < .1$

Table 6. The effects of leader narcissism in things-oriented industries and people-oriented industries on WLB.

This suggests that in industries focused on tangible products, highly narcissistic leaders have a more negative impact on the employee perception of WLB. Conversely, the analysis indicates that in industries that emphasize the sense of community, low levels of narcissism in leaders can have worse consequences for the WLB of employees, as the graph below shows, depicting the 5th (low) and 95th (high) percentiles of narcissistic leader behaviors found throughout the employee reviews.

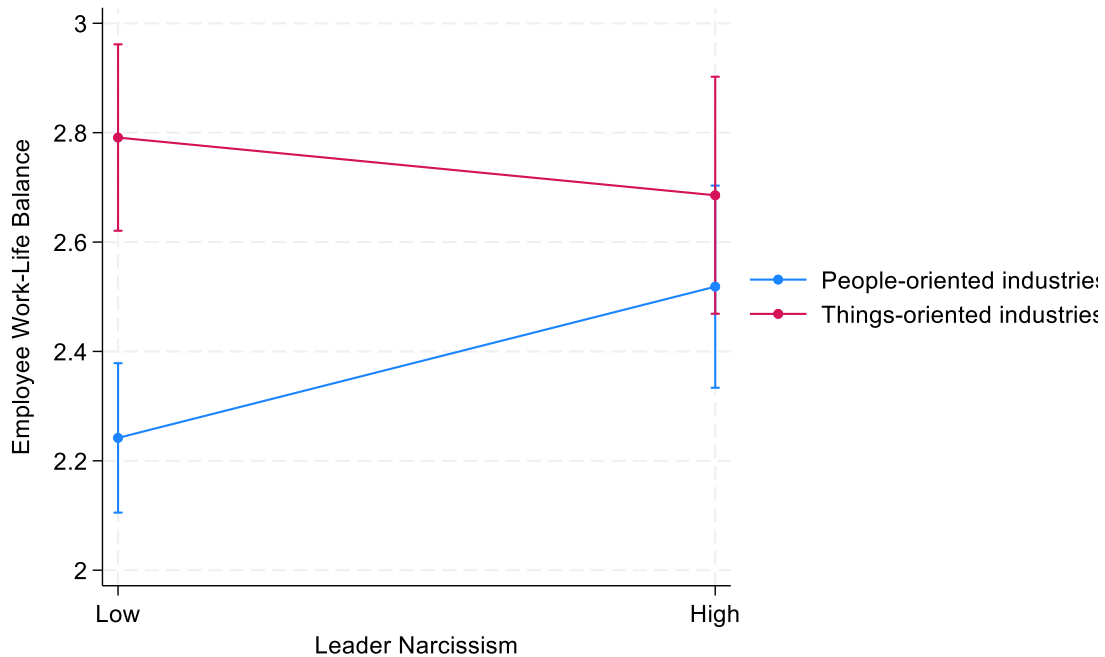


Figure 5. Employee Work-Life Balance related to leader narcissism for people-oriented industries and things-oriented industries.

The slope for WLB in things-oriented industries decreases more discreetly when leader narcissism increases, so in this kind of industries, the narcissism level of leaders does not present a dramatic affectation to the employees' Work-Life Balance. Nevertheless, it does show that with higher levels of narcissism in leaders, the satisfaction of workers in things-oriented industries with their WLB indeed decreases. On the other hand, in people-oriented industries the slope for WLB increases much more steeply, which indicates that higher levels of narcissism in leaders within this kind of industries provide higher levels of satisfaction with one's Work-Life Balance, while lower levels of leader narcissism mean a noticeable worse perception of employee WLB.

In light of this, my ***Hypothesis 2: Industry moderates the relationship between grandiose leader narcissism and employee WLB, in the sense that with present grandiose narcissistic leaders, WLB is lower in things-oriented industries than in people-oriented industries,*** is partially without support given that the industry type moderating variable does demonstrate a negative relationship between narcissism in leaders and employee WLB for things-oriented industries however little its significance, but contrary to what I stated in my Hypothesis 2, employee WLB in things-oriented industries is in any case higher than in people-oriented industries.

12. Discussion.

The results of the research appear to contradict the common views on narcissism at the workplace. Although academic literature argues that working conditions for employees are worse-off when led by narcissists as Grijalva and colleagues (2015) affirm, the correlations analyses did not provide arguments to support that conclusion, at least in terms of employee Work-Life Balance. It seems leader narcissism would prove to be a better predicting variable directly for leadership outcomes as Gruda and colleagues (2021) found, than for predicting employee outcomes. On the other hand, WLB seems to be tightly linked with other, more tangible explaining variables in the employee day-to-day job, as are compensation benefits, organizational culture and enjoyable working conditions; overall a more positive evaluation of the company by its workforce. As a broad statement, the dark psychological profile of the leader, at least to the extent that was examined in this research, does not impact significantly the studied outcome for employees.

Nonetheless, the analysis takes an interesting turn when the industry type factor is integrated into the equation. Leader narcissism shows the expected negative impact on employee WLB within the things-oriented industries, thus agreeing with the conclusions by Greaves and colleagues (2014); although not decreasing dramatically employee WLB, higher levels of narcissism in leaders do deteriorate the perception of the outcome by employees. Conversely, when examining the relationship in people-oriented industries, the results of the analysis challenge the findings by Grijalva and colleagues (2015), Rosenthal and Pittinsky (2006), and other researchers. Initially, a low level of narcissism in leaders would be expected to be correlated with a higher level of WLB, however, people-oriented industries showed the opposite outcome: With lower levels of leader narcissism, the employees reported lower perceptions of WLB, and interestingly, increasing levels of narcissism in their leaders improved significantly the perception of the balance for employees in this kind of industries.

The discussion broadens after looking at the distribution of narcissistic leaders between things-oriented and people-oriented industries in the sample. Leader narcissism is higher in things-oriented industries than in people-oriented industries, which goes in line with the conclusions by Back and colleagues (2021), as the former more easily materialize tangible success.

This distribution resembles the one found for WLB among the two types of industries, which suggests two ideas: WLB is inherently lower in people-oriented industries, and this coincides with inherently low levels of leader narcissism in this kind of industries (Vize et al., 2018) therefore not implying a direct causality. On the other hand, employees in things-oriented industries do feel much more comfortable under narcissistic leaderships given undisclosed levels of anxiety and uncertainty, which would agree with the findings of Greaves and

colleagues (2014) and Gruda and colleagues (2021). Perhaps even the combination of the two produces such unexpected results for people-oriented industries.

These findings do support the argument that things-oriented industries favor narcissistic leaders, as suggested by Spain and colleagues (2011). I propose then some reasons to understand the outcome of the relationship in this kind of industries: It may be that, parallel to the conclusion by Gruda and colleagues (2023), workers in things-oriented industries display higher levels of narcissism than workers in people-oriented industries, showing a better relationship with their narcissistic leaders and explaining they report a better balance between their work roles and their lives roles. This, however, was not evaluated in the present research. Another reason may be that in things-oriented industries' employees are further apart in contact with their leaders, and following the conclusions by Nevicka and colleagues (2018), the psychological profiles of the latter do not impact or impact very little the employee outcomes.

Although this last argument may apply to things-oriented industries, it does not apply to people-oriented industries. To understand the relationship between leader narcissism and employee WLB in these industries, I propose the following reasons: Leaders in people-oriented industries do not pursue or pursue less the policies that manage depleting activities for employees or the policies that promote employee involvement, following the findings of Frone (2003) and Grijalva and colleagues (2015), therefore employee WLB results much more hindered in this kind of industries. This contrasts with leaders in things-oriented industries, much more concerned about productivity, pursuing many more policies that boost employee WLB to enhance company performance, as would argue Rodríguez-Sánchez and colleagues (2020). In this sense, there is another plausible explanation for the different effects

of leader narcissism in these two types of industries; in things-oriented industries the strict framing and standardization of operations leave little to no space for narcissistic leaders to distort the employees' operations and therefore their daily livelihood, while in people-oriented industries there are few to none of these regulations, therefore the impact of the leaders' personalities on employee outcomes is much more noticeable.

Alternatively, leaders in people-oriented industries may be experiencing much worse WLB than leaders in things-oriented industries, which following the research by Biolik (2025), would replicate on their employees WLB making it lower as well.

According to my research, although companies in things-oriented industries should encourage less narcissistic behavior in their leaders, the results do not manifest a convincing argument to place much effort into it. On the contrary, companies in people-oriented industries should opt for more narcissistic leaders in order to boost employee WLB and thus aim to extract benefits from it such as more creative and more productive teams, and stronger human talent derived competitive advantage (Rodríguez-Sánchez et al., 2020). Still, companies in this kind of industries should be aware of the collateral hazards that narcissistic leaders bring along.

To conclude, I strongly encourage more research on the subject, focusing on how narcissistic leaders lower WLB for employees and therefore bring worse organizational outcomes such as employee dissatisfaction and desertion in further segmentations of industries. In the future, researchers should disaggregate employee Work-Life Balance to examine the correlations between narcissistic leaderships and its three core elements: Time, involvement and satisfaction. It may be that the results of my research were skewed by the intrinsic relationships of any of these elements with leader narcissisms. Furthermore, I suggest that

future analyses perform longitudinal experiments to extract more accurate conclusions on the causality between narcissism in leaders and low employee Work-Life Balance.

13. Implications.

My research has various practical and theoretical implications for companies, employees, and the academic community. For companies, I add to the awareness of the potential undesired outcomes that may be expected when hiring or promoting narcissistic individuals. Furthermore, my conclusions support the insights about the appeal that some specific industries present for narcissists, therefore, although according to my research while the companies in people-oriented industries might profit from narcissistic leaders, companies in things-oriented industries might not do so. In any case, it is ill-advised to promote or condone narcissistic behaviors in prospect, new or existing personnel, as the greater part of researchers agree that it will be detrimental for the organization's interests in the long run.

Given the difficulty on spotting narcissism in practice, my research serves as well as argument for companies to design and execute industry-customized policies from the HR departments to efficiently manage the impact of narcissistic behaviors on employee outcomes. As some behaviors might prove beneficial for some organizations, the majority will prove harmful, contributing more to counterproductive outcomes such as employee burnout, employee turnover, and more training costs for new hires.

For employees, my insights help in the compilation of advice on how to deal with narcissistic leaders, as many researchers have done previously. Workers in things-oriented or people-oriented industries can have a glimpse of how the narcissistic behaviors of their leaders might affect their WLB and prepare accordingly.

Finally, for the academic community my research contributes to the study of dark triad traits in corporative environments, to the discussion on narcissistic leadership and the organizational outcomes of narcissistic behaviors, to the research on factors that impact Work-Life Balance, to the debate on differences among industries, and ultimately to the study of the link between psychology and management, making the latter a more holistic discipline.

14. Limitations.

One of the main limitations of the research is the naturally occurring characteristic of the data collected from Glassdoor®. As the employees were not asked to review directly their leaders, not every review counts with relevant information for the purposes of my thesis, nor the reviews including descriptions of leaders encompass the main elements essential for the analysis. However, this characteristic does bring a key advantage for the research which is the naturality of the feedback of the employees' leaders. This means that every employee that did provide feedback from their leaders was not compelled to do so, which grants high transparency and confidence to the information acquired.

There are other inherent limitations to the data analyzed: The reviews are only from employees within the United States, which strips my research from cross-cultural factor insights; leaders might be evaluated under stressful conditions or altered emotional states by employees, or some employees might be much more sensitive to undesired work interactions, and this might skew negatively the feedback; the assumption that leader personality changes over time or fluctuates within a period must be made; the employee perception might be influenced by unaccounted personal circumstances, their position at the time of the review might not be satisfactory or might not enjoy of social desirability, their age or maturity might

influence negatively the review as they experience work differently, or their time in the company might not be sufficient for an accurate evaluation.

Moreover, the self-assessment of WLB can be highly subjective, and the employees may not have evaluated each of its aspects individually (i.e. time, satisfaction, involvement), but collectively, which may result in less precise scores that affect the whole ensemble among things-oriented and people-oriented industries.

In terms of the data, the sample size might not be sufficient to give a relevant significance to the results, the scales of the measurements might be inappropriate or may have inherent limitations that do not reflect the reality of each variable. Finally, given that the research is a correlational analysis, not an experimental or longitudinal study, the results, although providing evidence of the relationship between leader narcissism and WLB, may not be enough to conclude a solid causality of the former with the latter.

15. Conclusions.

In my research, I examined the relationship between grandiose narcissism in leaders and employee Work-Life Balance (WLB), while exploring the moderating effect of industry type. Using a quantitative and empirical approach, over 3,000 employee reviews across 14 industries in the United States were analyzed, relying on trained raters to assess narcissistic leadership behaviors based on established psychological frameworks. Industries were categorized into things-oriented and people-oriented, following previous studies linking occupational choice with personality traits.

I tested two hypotheses: The first proposed a negative relationship between leader narcissism and employee WLB. The analysis, however, did not find a statistically significant effect,

suggesting that narcissistic leadership alone does not strongly predict changes in employee perceptions of WLB. Other variables such as compensation benefits, overall company rating, and education were found to have a more substantial influence on WLB.

The second hypothesis explored whether the effect of leader narcissism on employee WLB changed under certain industry types; this analysis proved to be statistically significant. In things-oriented industries, higher levels of narcissistic leadership were associated with a decrease in employee WLB. Surprisingly, in people-oriented industries, higher levels of narcissistic behaviors from leaders appeared to correlate with an improvement in WLB for employees, challenging the common views on the agreed-upon negative impact of narcissistic leadership. In conclusion, while leader narcissism does not universally predict poor employee WLB, its effects vary meaningfully across industry types, providing valuable insight for organizational practices and future research.

16. References.

Declaration of generative AI and AI-assisted technologies in the writing process:

During the preparation of my written work/thesis, **Leader narcissism and employee Work-Life Balance: An industry-specific analysis**, OpenAI's ChatGPT and Google's Gemini AI were used for the following tasks: Syntax review, brainstorming, coherence revision, section check, summarizing and rephrasing activities, with the prompts used listed at the end of the document in the Prompts List section. After using these tools/services, I reviewed and edited the content as necessary, and I take full responsibility for the content of the work presented.

I also declare that I am aware of and respect the Artificial Intelligence Rules of Conduct of Católica Porto Business School.

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