

# Narcissistic Admiration and Voice Behavior: A Moderated Mediation Model

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**Abstract.** Leveraging the narcissistic admiration and rivalry concept (NARC) and trait activation theory (TAT), this research investigates the mechanisms through which narcissistic admiration affects voice behavior, examining the mediating role of relational approach motivation in behavioral outcomes as well as the moderating role of abusive supervision contexts. Through the analysis of the survey data from 400 respondents, this research employs diverse methods, encompassing common method bias testing, confirmatory factor analysis, and regression analysis, to validate its hypotheses. Overall, the research results reveal the following findings. First and foremost, narcissistic admiration traits significantly and positively affect employees' voice behavior. Secondly, the relational approach motivation plays a mediating role between narcissistic admiration and voice behavior. Lastly, abusive supervision positively strengthens both the mediating role of relational approach motivation and the indirect effect of narcissistic admiration on voice behavior through relational approach motivation.

**Keywords:** Narcissistic Admiration and Rivalry Concept; Trait Activation Theory; Abusive Supervision; Narcissistic Admiration; Voice Behavior; Relational Approach Motivation

## 1 Introduction

Narcissistic admiration is recognized as a prevalent personality trait within the general population in the domain of social personality research<sup>[6]</sup>. Prior research reveals that the “self-enhancement” strategies adopted by individuals high in narcissistic admiration can trigger positive cognitive patterns, which conversely drive individuals to generate approach motivation in interpersonal interactions and exhibit charismatic behaviors, ultimately resulting in positive social outcomes<sup>[1]</sup>. On the other hand, the employee's voice behavior, as conceptualized by Van Dyne and LePine (1998)<sup>[15]</sup>, is defined as a constructive, organizationally beneficial behavior aimed at fostering improvement rather than offering criticism.

Existing research on the relationship between narcissistic traits and voice behavior has primarily examined the impact of supervisor narcissism on employees' voice behavior while neglecting the role of employees' narcissistic traits in shaping behavioral

outcomes. Drawing on prior empirical findings, this research proposes that narcissistic admiration among employees' narcissistic traits is capable of enhancing voice behavior by stimulating relational approach motivation. Furthermore, the narcissistic admiration and rivalry concept (NARC) theory distinctly indicates that the positive or negative outcomes of employee narcissism and behavior are significantly shaped by contextual factors, with interactive elements being particularly pivotal<sup>[2] [3]</sup>. To this end, this research introduces abusive supervision, a widely examined interpersonal dynamic within workplace contexts, as a moderating variable, further investigating its moderating effect on the proposed mediation model.

## 2 Impact of Narcissistic Admiration on Relational Approach Motivation

According to the NARC theory, despite the close relationship between the expression of narcissistic traits and the maintenance of an inflated self-image, individuals with high narcissistic admiration prefer to adopt a "self-enhancement" strategy aimed at preserving a favorable self-perception through the pursuit of social admiration<sup>[1][7]</sup>. Conceptually, relational approach motivation is defined as an individual's intrinsic motivation to establish, maintain, and strengthen interpersonal connections. In this regard, a key question worth pondering over is how narcissistic admiration affects relational approach motivation.

For one thing, the strong desire of individuals high in narcissistic admiration to seek admiration and recognition from others is crucial to improving their self-enhancement experiences<sup>[10]</sup>. This enables them to be more willing to engage in self-promotion behaviors during interpersonal interactions, exhibiting their capabilities to gain affirmation of their superiority and admiration from others<sup>[13]</sup>. Through this process, relational approach motivation is not only enhanced, but individuals with pronounced narcissistic admiration traits are also more likely to actively pursue interactions with those who may offer admiration and recognition.

For another, the narcissistic agency theory proposed by Campbell and Foster (2007)<sup>[4]</sup> indicates that narcissism operates as a self-regulatory behavioral system, driven by a clear motivation to seek out rewarding stimuli. Meanwhile, a significant positive correlation emerges between narcissism levels and the behavioral approach system, implying that an individual with a higher narcissism level is more inclined to pursue rewards and avoid punishments<sup>[7]</sup>. In addition, individuals high in narcissistic admiration, characterized by positive cognition and a desire for self-enhancement, are more likely to capture the positive elements in interpersonal interactions. The relational approach, which furnishes opportunities for increased popularity, praise, and the acquisition of social resources and status<sup>[2]</sup>, undoubtedly constitutes a rewarding stimulus. In this foundation, this research proposes the following hypothesis:

**Hypothesis 1:** A significant positive correlation emerges between narcissistic admiration and relational approach motivation.

### 3 Mediating Effect of Relational Approach Motivation

Employee voice refers to employees' efforts to challenge the status quo by expressing opinions, identifying organizational shortcomings, and offering developmental recommendations. Relational approach motivation influences employees' sense of belonging and self-efficacy, which conversely affects the occurrence of their voice behavior.

Specifically, first of all, the theory of belongingness implies that individuals develop a sense of group belonging through establishing positive interpersonal relationships with others. A stronger relational approach motivation leads to a more significant employees' sense of identity and belonging to the organization, which further enables them to be more willing to contribute to the organization's development and more proactively engage in activities that promote organizational growth, such as voice behavior<sup>[5]</sup>.

Secondly, individuals with stronger relational approach motivation are more inclined to actively seek change and improvement. In this connection, meta-analytic research on voice behavior demonstrates that employees who frequently voice their opinions tend to receive higher evaluations of their performance and creativity<sup>[14]</sup>. Consequently, in terms of individuals with strong relational approach motivation, voice behavior serves as an opportunity for self-enhancement.

Furthermore, self-efficacy refers to an individual's subjective assessment of their ability to successfully perform a specific behavior<sup>[15]</sup>. Typically, employees with stronger approach motivation tend to feel more confident in their ability to propose valuable suggestions and anticipate their proposals being adopted and implemented, thereby enhancing their self-efficacy<sup>[18]</sup>. Empirical research has demonstrated a positive correlation between employees' self-efficacy and their voice behavior<sup>[19]</sup>. Hence, it can be inferred that a stronger relational approach motivation enhances the possibility of voice behavior.

Consequently, this research proposes the following hypothesis:

**Hypothesis 2:** A positive correlation emerges between relational approach motivation and voice behavior.

As revealed by previous empirical research, the interpersonal strategy of "self-enhancement", which is associated with narcissistic admiration, exerts a positive impact on voice behavior<sup>[9][10]</sup>. Based on the earlier discussion of the positive effect of narcissistic admiration on relational approach motivation as well as the positive influence of relational approach motivation on voice behavior, this research further proposes the following hypothesis:

**Hypothesis 3:** Relational approach motivation mediates the effect exerted by narcissistic admiration on voice behavior.

### 4 Contextual Moderating Effect of Abusive Supervision

NARC theory distinctly reveals that the positive or negative outcomes of employee narcissism and behavior are significantly influenced by contextual factors, with inter-

active contextual factors being particularly pivotal<sup>[2]</sup>. Abusive supervision, being a typical workplace interpersonal interaction context, refers to managers' persistent hostile verbal or non-verbal behaviors perceived by subordinates, such as public criticism, ridicule, neglecting employee contributions, and unreasonable accusations<sup>[11]</sup>. The extent of abusive supervision can be assessed through four dimensions, encompassing frequency and duration, severity of behavior, direction of impact, and employee perception.

Varying degrees of abuse can shape diverse workplace contexts and atmospheres. As per trait activation theory (TAT), trait-relevant contexts exert "pressure" on individuals, compelling them to exhibit behaviors associated with those traits<sup>[20]</sup>. Consequently, abusive supervision, being a form of contextual "pressure", serves as a pivotal moderating factor between the personality trait of narcissistic admiration and relational approach motivation.

In essence, abusive supervision acts as a form of negative feedback capable of damaging an individual's self-esteem and sense of competence<sup>[4]</sup>. Within workplace contexts, such abuse also suggests the potential threat of being surpassed by others<sup>[17]</sup>. Given that narcissistic admiration is characterized by habitual self-enhancement, individuals with this trait are inherently motivated to continuously reinforce their positive self-perception<sup>[21][22]</sup>. Along with the degree of abuse increasing from low to high, it poses a psychological challenge to narcissists<sup>[23][24]</sup>. For individuals with narcissistic admiration, who seek to garner admiration and assert dominance through the display of excellence, abuse acts as a contextual cue that challenges their self-enhancement traits<sup>[13]</sup>.

Based on TAT, individual behavior depends on the interaction between traits and trait-relevant cues. To preserve a favorable self-image and enhance their identification with a positive self-concept<sup>[8][12]</sup>, the "image maintenance motivation" inherent in individuals with high narcissistic admiration is triggered by situational factors, which drive them to adopt self-enhancement strategies and engage in behaviors aimed at improving their social image<sup>[8][12]</sup>. Additionally, TAT emphasizes that the effects of traits are significantly amplified when contextual cues align with an individual's traits<sup>[12]</sup>. Within the context of abusive supervision, therefore, the self-enhancement traits associated with narcissistic admiration will be reinforced, thereby rendering a stronger relational approach motivation during interpersonal interactions.

Existing empirical research demonstrates that individuals experiencing workplace abuse typically employ self-presentation strategies to mitigate the mistreatment cycle<sup>[16]</sup>. As revealed by the classic self-presentation theory, in scenarios where individuals rely on a target group to achieve certain anticipated outcomes, they tend to align their self-presentation with the preferences of that group<sup>[17]</sup>. Also, this validates, from another perspective, that the relational approach motivation associated with narcissistic admiration is significantly enhanced within abusive contexts.

In this foundation, this research proposes the following hypothesis:

**Hypothesis 4:** Abusive supervision enhances the relational approach motivation associated with narcissistic admiration.

Given the moderating effect exerted by abusive supervision on the relationship between narcissistic admiration and relational approach motivation, this research argues

that abusive supervision potentially moderates the mediating effect of relational approach motivation. More precisely, as the intensity of abusive supervision increases, the positive impact of narcissistic admiration on voice behavior through relational approach motivation is likely to become more prominent. Hence, this research proposes the following hypothesis:

**Hypothesis 5:** High levels of abusive supervision amplify the indirect effect exerted by narcissistic admiration on voice behavior through relational approach motivation.

Taken together, this research proposes the mediation model as depicted in Figure 1:

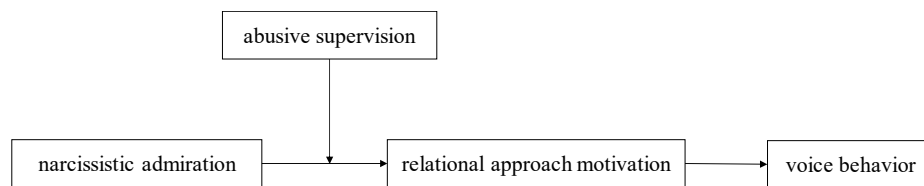


Fig. 1. Proposed Mediation Model.

## 5 Subjects and Methods

### 5.1 Subjects

This research employed a questionnaire survey method to collect data from full-time employed individuals, with 400 valid questionnaires being returned. Overall, the sample comprised 168 males (42%) and 232 females (58%). Notably, the majority of respondents had an undergraduate level of education (76.3%). The average age of the respondents was 33.23 years ( $SD = 6.82$ ), while their average length of work experience was 6.83 years ( $SD = 4.80$ ).

### 5.2 Measurement Tools

Specifically, first of all, regarding the measurement of narcissistic admiration, the Narcissistic Admiration Scale designed by Back et al. (2013), which comprises nine employee-related self-reported items, was employed in this research, with a representative item being “I should be seen as a great person.” Notably, the Cronbach’s  $\alpha$  value for the Narcissistic Admiration Scale in this research was 0.790.

Secondly, regarding the measurement of relational approach motivation, the Relational Approach Motivation Scale adapted from the Approach Motivation Scale designed by Ferris et al. (2013)<sup>[25]</sup> was utilized to suit the demands of this research. Likewise, this scale consists of six employee-related self-reported items, with a representative item being “My goal is to fully realize my potential in relational interactions.” Notably, the Cronbach’s  $\alpha$  value for the Relational Approach Motivation Scale in this research was 0.704.

Thirdly, regarding the measurement of abusive supervision, the Abusive Supervision Scale designed by Tepper was utilized in this research. Overall, this scale consists of

15 items, such as “My supervisor often mocks me.” Meanwhile, this research adopts a 7-point Likert scale, in which 1 stands for “strongly disagree” while 7 stands for “strongly agree.” Notably, the Cronbach’s  $\alpha$  value for the Abusive Supervision Scale in this research was 0.863.

In closing, regarding the measurement of voice behavior, this research employed a classic 6-item voice behavior questionnaire designed by Van Dyne and LePine (1998)<sup>[15]</sup>, which was translated into Chinese by virtue of a back-translation procedure. Additionally, a 5-point scoring system was employed (1 = never, 5 = always), with a representative item being “identifying problems affecting the work group and suggesting solutions.” Notably, the Cronbach’s  $\alpha$  value for the foregoing questionnaire was 0.883.

## 6 Results

### 6.1 Common Method Bias Test

Given that the primary data collection method for this research relied on self-reports from the respondents, there was a potential risk of common method bias. Consequently, the data collection was conducted anonymously. Additionally, to assess the presence of common method bias, Harman’s single-factor test was implemented utilizing SPSS 26.0. The results revealed five factors with eigenvalues greater than 1, with the cumulative explained variance reaching 65.33%. The loading of the first common factor was 31.26%, which is below 40%, implying that no significant common method bias is observed in this research.

In the interest of ensuring the robustness of the research findings, confirmatory factor analysis was subsequently implemented utilizing AMOS 28.0 to assess the discriminant validity among relevant variables. As illustrated in Table 1, the model fit results reveal that all fit indices for the four-factor model were superior to those of alternative models. This implies that no common method bias is observed in the data and that the questionnaire demonstrates strong discriminant validity.

**Table 1.** Model Fit Results (N = 400).

Models	$\chi^2$	df	$\chi^2/df$	GFI	CFI	NFI	RMSEA	AIC	BIC
Four-factor Model	417.28	164	2.54	0.90	0.92	0.88	0.06	509.28	692.89
Three-factor Model 1	767.16	167	4.59	0.82	0.82	0.78	0.10	853.16	1024.79
Three-factor Model 2	846.27	167	5.07	0.78	0.80	0.76	0.10	932.27	1103.91
Three-factor Model 3	826.49	167	4.95	0.81	0.80	0.77	0.10	912.49	1084.12
Two-factor Model 1	1239.26	169	7.33	0.70	0.68	0.65	0.13	1321.26	1484.91

Single-factor Model	1550.89	170	9.12	0.65	0.59	0.56	0.14	1630.89	1790.55
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Note:

Three-factor Model 1: Narcissistic admiration and relational approach motivation are combined into one factor.

Three-factor Model 2: Relational approach motivation and abusive supervision are combined into one factor.

Three-factor Model 3: Abusive supervision and narcissistic admiration are combined into one factor.

Two-factor Model: Narcissistic admiration, relational approach motivation, and abusive supervision are combined into one factor.

Single-factor Model: All items are combined into one factor.

## 6.2 Descriptive Statistics and Correlation Analysis

Table 2 outlines the means, standard deviations, and correlation coefficients concerning the key variables in this research, as well as several basic demographic variables such as gender, age, and work experience. As depicted in Table 2, narcissistic admiration exhibits a significant positive correlation with relational approach motivation ( $r = 0.24$ , and  $p < 0.001$ ). In addition, relational approach motivation displays a significant positive correlation with voice behavior ( $r = 0.69$ , and  $p < 0.001$ ). Likewise, narcissistic admiration demonstrates a significant positive correlation with voice behavior ( $r = 0.21$ , and  $p < 0.001$ ). Simply put, the foregoing findings offer a foundation for subsequent hypothesis testing.

**Table 2.** Means, Standard Deviations as Well as Correlation Matrix for Each Variable.

Variables	M	SD	1	2	3	4	5	6	7
1. Gender	0.58								
2. Age	33.23	6.82	-0.07						
3. Work Experience	6.83	4.80	-0.09	0.72 ***					
4. Narcissistic Admiration	4.41	1.26	0.08	0.03	0.18 ***				
5. Relational Approach Motivation	5.19	0.49	-0.20 ***	0.11 *	0.13 *	0.24 ***			
6. Voice Behavior	5.66	0.90	-0.22 ***	0.21 ***	0.17 **	0.21 ***	0.69 ***		
7. Abusive supervision	1.88	0.78	0.09	0.05	0.13 *	0.06	-0.41 ***	-0.36 ***	

Note:

In the gender coding: 0 = male, 1 = female;

\*\*\* indicates that the correlation is significant at the 0.001 level (two-tailed)

\*\* indicates that the correlation is significant at the 0.01 level (two-tailed)

\* indicates that the correlation is significant at the 0.05 level (two-tailed)

### 6.3 Hypothesis Testing

This research primarily utilizes hierarchical regression and the Process 3.5 plugin in SPSS to test the proposed hypotheses. Prior to the formal data analysis, all psychological variables involved were standardized to mitigate the impact of multicollinearity.

Firstly, hierarchical regression analysis was employed to verify the effect exerted by narcissistic admiration on voice behavior as well as the mediating role of relational approach motivation. As indicated by the results presented in Table 3, narcissistic admiration is significantly positively correlated with relational approach motivation (Model 2:  $\beta = 0.29$ ,  $p < 0.001$ , and 95% CI = [0.20, 0.37]). Hence, Hypothesis 1 is validated.

Leveraging voice behavior as the outcome variable, this research included gender, age, and work experience as the control variables in the first layer. Furthermore, narcissistic admiration was added in the second layer, whereas relational approach motivation was included in the third layer. Relevant results are detailed in Table 3. Prior to incorporating relational approach motivation, narcissistic admiration was significantly positively correlated with voice behavior (Model 5:  $\beta = 0.25$ ,  $p < 0.001$ , and 95% CI = [0.16, 0.35]). Upon incorporating relational approach motivation, the correlation between narcissistic admiration and voice behavior remained significant, albeit with a decreased regression coefficient (Model 6:  $\beta = 0.09$ ,  $p < 0.01$ , and 95% CI = [0.01, 0.16]). Concurrently, relational approach motivation exhibited a significant positive correlation with voice behavior (Model 6:  $\beta = 0.62$ ,  $p < 0.001$ , and 95% CI = [0.54, 0.70]). Hence, Hypothesis 2 is validated.

To further examine the size of the mediating effect, Model 4 of the Process plugin was employed for re-verification. The results indicated that the direct effect exerted by narcissistic admiration on voice behavior was not statistically significant, with a direct effect size of 0.07, a SE of 0.04, a t-value of 1.70, and a p-value of 0.09, greater than 0.05. In contrast, the indirect effect exerted by narcissistic admiration on voice behavior through relational approach motivation was 0.16, with a SE value of 0.04 as well as a 95% confidence interval from the bootstrap sampling of 5000 iterations being [0.09, 0.24], excluding zero. Hence, Hypothesis 3 is validated, indicating that relational approach motivation fully mediates the effect exerted by narcissistic admiration on voice behavior.

**Table 3.** Hierarchical Regression Results (N = 400).

Variables	Relational Approach Motivation			Voice Behavior		
	Model 1	Model 2	Model 3	Model 4	Model 5	Model 6
Gender	-0.17 **	-0.16 ***	-0.17 ***	-0.15 **	-0.18 ***	-0.06



Age	0.01	0.07	0.08	0.10	0.14 *	0.11 *
Work Experience	0.13	0.11	0.07	0.04	-0.02	-0.06
Narcissistic Admiration		0.29 ***	0.29 ***		0.25 ***	0.09 *
Relational Approach Motivation						0.62 ***
Abusive Su- pervision		-0.36 ***	-0.38 ***			
Narcissistic Admiration x Abusive Supervision			0.12 *			
R2	0.05	0.24	0.25	0.05	0.10	0.45
$\Delta$ R2	0.05	0.19	0.01	0.05	0.06	0.34
F	6.71 ***	50.05 ***	6.17 *	6.01 **	26.87 ***	243.99 ***

Note:

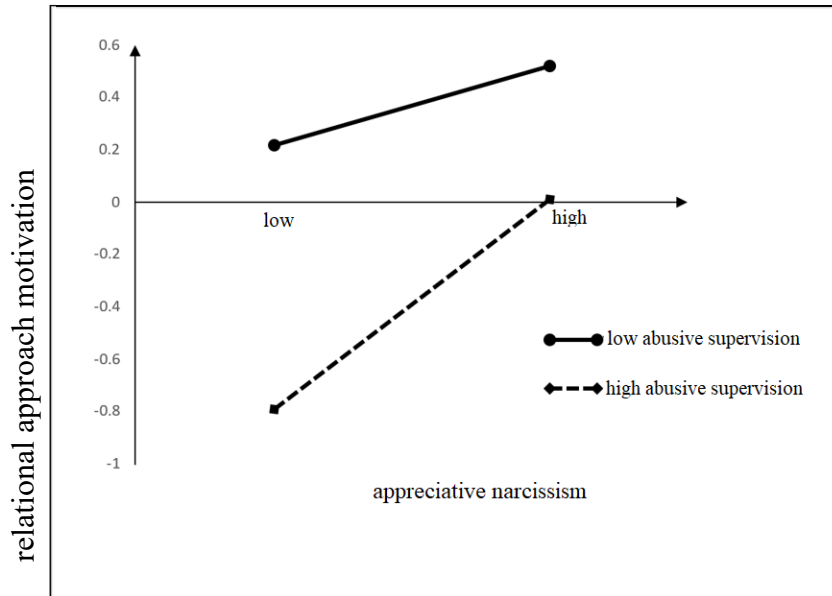
\*\*\* indicates that the correlation is significant at the 0.001 level

\*\* indicates that the correlation is significant at the 0.01 level

\* indicates that the correlation is significant at the 0.05 level

To further assess the moderating effect exerted by abusive supervision on the relationship between narcissistic admiration and relational approach motivation, the same method was utilized for further verification. As illustrated in Table 3, prior to incorporating the interaction term, narcissistic admiration demonstrated a significant positive correlation with relational approach motivation (Model 2:  $\beta = 0.29$ ,  $p < 0.001$ , and 95% CI = [0.20, 0.37]). Upon incorporating the interaction term, the interaction effect significantly positively predicted relational approach motivation (Model 3:  $\beta = 0.12$ ,  $p < 0.05$ , and 95% CI = [0.02, 0.18]). Consequently, Hypothesis 4 is validated.

As depicted in Figure 2, a further simple slope analysis reveals that under conditions of low-level abusive supervision (below 0 standard deviation), narcissistic admiration significantly and positively predicts relational approach motivation ( $\beta = 0.23$ ,  $t = 3.70$ ,  $p < 0.001$ , and 95% CI = [0.10, 0.32]). Likewise, under conditions of high-level abusive supervision (above 0 standard deviation), narcissistic admiration continues to significantly and positively predict relational approach motivation ( $\beta = 0.40$ ,  $t = 5.26$ ,  $p < 0.001$ , and 95% CI = [0.27, 0.58]). Briefly, these findings suggest that high levels of abusive supervision enhance the positive effect exerted by narcissistic admiration on relational approach motivation.



**Fig. 2.** Moderating Effect of Abusive Supervision on the Relationship Between Narcissistic Admiration and Relational Approach Motivation

Lastly, Model 7 of Process 3.5 was employed to test the moderated mediation model. The results revealed a significant moderated mediation effect, with an index of 0.07 as well as a 95% confidence interval from bootstrap sampling of 5000 iterations being [0.01, 0.14], excluding zero. Under conditions of low-level abusive supervision (standard score of -0.87), the size of the indirect effect was 0.10, with a SE value of 0.04 as well as a 95% bootstrap confidence interval being [0.02, 0.20]. By contrast, under conditions of high-level abusive supervision (standard score of 0.67), the size of the indirect effect is 0.22, with a SE value of 0.04 as well as a 95% bootstrap confidence interval being [0.13, 0.30]. These findings suggest that high levels of abusive supervision enhance the indirect effect exerted by narcissistic admiration on voice behavior through relational approach motivation. Hence, Hypothesis 5 is validated.

## 7 Discussion

As younger generations increasingly dominate the workforce, the prevalence and enhancement of narcissistic traits among this generation have been widely concerned by both domestic and international researchers<sup>[26]</sup>. Research in China has advanced further by examining the intrinsic connections between narcissism in the new generation and sociological factors, such as the influence of culture and being an only child<sup>[27]</sup>. Nevertheless, the research on narcissism in the workplace generally focuses on the effects exerted by leadership narcissism on employees' behavior, leaving a gap in understanding how employees' narcissistic traits impact their workplace behavior. Essentially, the

phenomenon characterized by the “reorganization of the workplace” of new-generation employees highlights the increasing importance of narcissistic traits within this group. Based on the distinctions between various forms of narcissism proposed by Back et al. (2013)<sup>[1]</sup>, this research focuses on narcissistic admiration, which is characterized by positive cognition, thereby investigating the factors and mechanisms through which narcissistic traits affect voice behavior.

The empirical analysis produced several key findings. More exactly, first and foremost, relational approach motivation serves as a mediator between employees’ narcissistic admiration and voice behavior. This implies that narcissistic admiration increases employees’ relational approach motivation, which conversely promotes their voice behavior. The foregoing result is consistent with the findings of Liu et al. (2002)<sup>[28]</sup>, who revealed that narcissistic admiration improves prosocial behavior through relational approach motivation. These insights further enrich relevant research on the activation and transmission mechanisms of narcissism and motivation.

Secondly, abusive supervision was observed to moderate both the mediating effect of relational approach motivation and the direct relationship between narcissistic admiration and relational approach motivation. Specifically, with the increase of abusive supervision level from low to high, the positive effect exerted by narcissism worship on relational pathway motivation is strengthened, as is the mediating effect of relational approach motivation. The foregoing finding highlights the role of abusive supervision as a contextual moderator, shaping how employees’ narcissistic traits impact their relational approach motivation, which conversely affects their voice behavior.

While taking into account the two core roles of leadership and employees within the organization, the mediation model proposed in this research innovatively integrates the two hot topics, encompassing narcissism and abusive supervision. By doing so, it deepens the exploration concerning the dual influences of traits and contextual factors on employee behavior. To conclude, this research furnishes novel theoretical insights into understanding how employees’ narcissistic traits affect their workplace behavior via revealing the mediating role of relational approach motivation as well as the moderating role of abusive supervision. Moreover, this research offers new perspectives and ideas for future studies while enriching the content of related fields.

In particular, the findings of this research are of great significance to the innovative development and management practices within organizations. Specifically, companies should fully acknowledge and appreciate the motivational shifts induced by narcissistic admiration while recognizing its potential impact on employee behavior. In this way, they are capable of leveraging the advantages of this trait more effectively. Furthermore, management styles and approaches are crucial in shaping the organizational environment. Consequently, in addition to attaching great importance to candidates’ professional abilities and performance, companies should take into account the impact exerted by their management behaviors on employees with diverse traits during the selection and evaluation of management positions. The consistency of characteristics between leaders and employees is vital for cultivating high-quality exchange relationships within organizations.

Despite its contributions, this research exposes several limitations. More precisely, first of all, the sample range is relatively concentrated. In this regard, future research

could address this by expanding the sample size and diversity to improve external validity. Secondly, the cross-sectional research design adopted fails to accurately determine the causal relationships between variables. In the future, therefore, a longitudinal design could be employed to more accurately investigate these relationships. Lastly, this research focused solely on narcissistic admiration, one dimension of the exaggerated narcissistic traits, in relation to the traits-motivation-behavior and contextual influences, whereas other types of employee narcissism were not addressed. Undoubtedly, this leads to a limited perspective. While supplementing this research, future research can introduce moderating variables from various dimensions to furnish a more comprehensive understanding of workplace-based behavioral mechanisms as well as adaptive strategies.

## 8 Conclusions

To sum up, this research draws the following conclusions. Firstly, relational approach motivation acts as a mediator between employees' narcissistic admiration and their voice behavior. Secondly, abusive supervision plays a moderating role in both the direct relationship between narcissistic admiration and relational approach motivation, as well as the mediating effect of relational approach motivation. With the increase of abusive supervision level from low to high, the positive impact exerted by narcissistic admiration on relational approach motivation is strengthened, and so is the mediating effect of relational approach motivation.

While further enriching the theoretical framework regarding how individual traits impact behavior, these findings furnish novel empirical evidence for understanding the complex relationship between individual differences and behavioral patterns within workplace contexts.

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