Workplace Arrogance, Need for Power, and Counterproductive Work Behaviors in Corporate Managers: The Mediating Role of Humility

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ABSTRACT

The study investigated the relationship between workplace arrogance, the need for power, and Counterproductive Work Behavior (CWB) in corporate managers. The study was carried out by following the correlational research design. The sample of N = 260 corporate managers (males = 181, females = 79), with an age range from 30 years to 55 years (*M* = 41.03, *SD* = 7.06), was recruited through the purposive sampling strategy from the different cities of Pakistan. In the first step, the authors established a factor structure of the workplace arrogance scale and retained 22 items with well-fitted indices of the one-factor solution model. The results of correlation analysis exhibited significant (*p* < .05) positive relationships between workplace arrogance, the personalized need for power (P nPower). The CWB was negatively associated with the socialized need for power (S nPower), humility, and agreeableness in corporate managers. The independent sample *t*-test indicated that male and female corporate managers had similar scores in terms of all study variables (*p* > .05). In addition, results of multiple linear regression analysis revealed that workplace arrogance and personalized need for power with 25% of the variance were found to be significant (*p* < .01) predictors of the CWB. Moreover, the path analysis through Structure Equational Modeling (SEM) also suggested that personalized need for power, workplace arrogance, and humility were significant predictors of CWB. Lastly, SEM demonstrated that humility significantly mediated the relationship between workplace arrogance, the need for power, and CWB in corporate managers. Moreover, two demographic variables (i.e., work experience and the corporate sectors) also impact their CWB and the overall model fit indices. The study provides researchers with a validated workplace arrogance scale on the corporate sample. It helps the researchers to expand their understanding of the significance of these constructs in the field of industrial-organizational psychology. In addition, the study seeks to benefit many employees and employers to comprehend the nature and the association of CWB with other undesirable variables in the workplace (i.e., workplace arrogance and personalized need for power).

The accounts of arrogant managers abound; however, minimal systematic research has been done on workplace arrogance, the need for power, and counterproductive organizational work behaviors. The research article describes the results of our studies in response to this oversight. We have all probably encountered someone who acted arrogantly. Maybe they laughed at what you said or made fun of what you did. Some of these interactions might have happened at the workplace, such as when managers publicly humiliated employees or assigned responsibility to coworkers. A simple Internet search for the terms "arrogant" and "employee" returns many chat rooms and personal blogs with instances of workplace arrogance. One major complaint is that dealing with arrogant individuals makes it challenging for groups, individuals, and organizations to function since they are challenging to communicate with and frequently result in hostile situations. People are confused about how to react to arrogant people who depict themselves as superior to others and may not perceive anything wrong with how they act, making interactions stressful (Cletus et al., 2018; Cowan et al., 2019; Golden et al., 2018). The misleading representation causes issues for arrogant individuals as well. For instance, because executives are frequently hired based on their expertise but fired because of their personality, arrogant executives, managers, or CEOs whose behavior is not reined in may find themselves out of a job (Mathieu et al., 2020). Milyavsky et al. (2017) suggested that one aspect that contributes to executive failure is acting arrogant.

Despite the importance of comprehending arrogant behavior in the workplace, little systematic research has been conducted to investigate its occurrence and possible consequences in organizational settings. This is strongly evident considering that personality is a strong predictor of job performance, job satisfaction as well as counterproductive work behaviors. Most of the currently available evidence for arrogance is experiential. Harvey et al. (2020) state that executives of greedy corporations swap the goals of honest dealing and doing the genuine labor of inventing and manufacturing goods for their consumers and making a profit for their owners with the goals of self-aggrandizement. Additionally, arrogant behavior has been identified as a leader-based cause of organizational turmoil (Lin et al., 2022; Uysal, 2019).

Arrogance is typically seen as a persistent sense of superiority, and exaggerated self-importance manifested as arrogant and presumptuous claims (Ansaripur et al., 2022; Borden et al., 2018; Kowalski et al., 2003). We define arrogance as actions that convey an individual's grandiose sense of superiority by frequently belittling others. When taken to the best possible extent, arrogance develops the belief that an individual is invincible and powerful (Ma & Karri, 2005). It is interesting to explain that attitudes of arrogance would have little impact on how successful people were. According to Hareli and Weiner (2000), when people credit success to internal, stable, uncontrolled, and desirable sources, such as high intelligence, they are perceived as arrogant. They discovered that people's views of arrogance were unrelated to the level of their actual achievement.

Power and influence considerably impact employees' daily interactions in organizations (Xu et al., 2015; Zhang & Liao, 2015). Power is the capacity to influence another employee to behave or perform in a specific way, whereas influence is the use of deliberate actions to influence the employees' desired behavioral patterns (Manning et al., 2008). Corporate managers frequently exert influential power over other employees of the organization to accomplish their own goals and interests, which impact the organization's strategic decision-making (Elbanna, 2016; Watts et al., 2019). The term *"Need for Power"* is defined as the desire

to influence other employees as well as power and control over other employees of the organization to accomplish personal goals (McClelland, 1987; McClelland et al., 1989; Moon et al., 2022; Zohaib Khan & Batool, 2022). The need for power has been studied as a unified construct associated with selfishness, workplace arrogance, anti-social behaviors, and self-centeredness (Coleman, 2021; Persson, 2019). Moon et al. (2022) suggested two distinct types of power among employees and managers working in organizations *i.e., (i)* p*ersonalized need for power and (ii) socialized need for power.* According to their research study, personalized need for power is the negative desire for power, which involves self-serving and manipulation of others as well as situations to achieve personal goals. The managers and employees seeking this type of power are highly involved in counterproductive workplace behaviors with high anti-social tendencies and arrogant attitudes. They generally value wealth and display low empathy, fairness, gratitude, and agreeableness when interacting with subordinates or colleagues (Moon et al., 2022; Zohaib Khan & Batool, 2022). However, the second type of power, socialized power, is entirely different from the first one. It is a productive type of power that influence the employees positively. Employees with this type of power are more prone toward the positivity and wellness of the other employees and organizational well-being. It was also suggested that managers who desire socialized power have high agreeableness, gratitude, humility, and prosocial behaviors toward their colleagues or subordinates in the workplace settings. Furthermore, studies have also investigated that leaders, employees, and managers who exert socialized power are mostly associated with having high empathy for people, organizational commitment, job satisfaction, productivity, prosocial behavior, and time management. They were found to be negatively related to personalized power, workplace arrogance, and counterproductive work behaviors (Zohaib Khan & Batool, 2022).

Counterproductive work behaviors are referred to as employees' deliberate actions that are harmful to the organization, its employees, and the organizational culture (Farrastama et al., 2019; Gruys & Sackett, 2003; Moon et al., 2022; Zohaib Khan & Batool, 2022). Counterproductive work behaviors are expensive for organizations, costing billions of rupees in addition to human-related costs such as low morale and turnovers (Aydin Kucuk & Tastan, 2019; Uche, 2018; Weldali & Lubis, 2016). Counterproductive work behaviors in organizations are related to many aspects of the job, i.e., decreased job satisfaction, job withdrawal, and increased psychological distress (Cortina et al., 2001). Ma et al. (2019) suggested counterproductive work behaviors include many inherently anti-social behaviors such as sabotaging, withdrawal, production deviance, abuse, cheating, and stealing from others. According to the research findings, managers high on workplace arrogance and a personalized desire for power are more likely to act out in retaliation when they perceive injustice and more likely to make anti-social decisions (Cortina et al., 2001; Molho, 2019). However, corporate managers with a stronger socialized desire for power are less likely to engage in counterproductive work behavior because it would be harmful to influence others through means to act in a way that is against their interests (Cochran, 2014). Several studies claimed that superiors with high workplace arrogance are more likely to be involved in counterproductive work behavior. These employees damage organizational productivity as well as affect the organizational reputation (Cohen, 2016; Forsyth et al., 2012; Silverman et al., 2005).

The aspects of the individual variations in the collaboration that should be kept apart include humility and agreeableness. Humility refers to the personality attribute of individuals, who are humble and do not act superior to others (Goldberg, 1999). Whereas the willingness to optimize the needs of others over one's own is referred to as agreeableness. More agreeable individuals are more likely to be empathic, enjoy assisting others, and enjoy dealing with those who require more assistance (Anaza, 2014). Recent studies indicated that managers or supervisors who demonstrate humility and agreeableness encourage positive, helpful behaviors toward their work and the organizations, such as helping others, task performance, creativity, thankfulness, and organizational commitment (Leblanc et al., 2022; Liborius et al., 2014; Miao et al., 2020). Arrogant bosses or supervisors, on the other hand, frequently engage in anti-social conduct and counterproductive work behaviors (Holtz & Harold, 2013; Mount et al., 2006). Zohaib Khan and Batool (2022) argue that employees with higher levels of personalized need for power have lower humility, agreeableness, and emotionality; moreover, these employees poorly scored on humility and agreeableness, and often feel a great sense of self-importance. Additionally, employees exhibit less flexibility in their interactions with other employees at their workplace, which may be closely related to the anti-social behavior shown in employees with a higher level of personalized need for power. Moon et al. (2022) suggested that agreeableness predicts a person's propensity to cooperate with others, which influences social bonding and relationship-building, closely related to the prosocial goals of the socialized need for power. Given that people with higher levels of socialized nPower want to use their power to influence others in prosocial ways, their higher levels of sincerity, fairness, and humility (Hofer et al., 2010; Graziano & Tobin, 2002). In addition, studies suggested that workplace arrogance and personalized need for power lead to counterproductive work behaviors; however, the personality traits such as humility and agreeableness reduce workplace arrogance and the personalized need for power among executives and managers (Grijalva & Newman, 2015; Johnson et al., 2010; Lee et al., 2005; Meagher et al., 2015; Moon et al., 2022; Palmer et al., 2017).

Rational of the Study

Apart from the fact that workplace arrogance and the desire for power in the workplace are very prevalent in our workplace settings, research in the field of industrial and organizational psychology, its implications, and its relationship with other organizational-related personal variables is very unusual in Pakistan. The relationship between workplace arrogance, need for power, counterproductive work behavior, and personality traits (i.e., humility and agreeableness) in corporate managers (males and females) of Pakistan have not still to be given more attention in recent indigenous studies. The constructs are differently associated with each other and the counterproductive work behaviors in the corporate sector. Moreover, employees' exercise and the orientation of power are different at their workplaces. Because workplace arrogance and the desire for power are prevalent in every organization, they must have consequences for organizational services, profitability, work engagement, organizational productivity, workplace environment/culture, and better performers. Therefore, to ensure organizational performance and workplace culture, it is essential to investigate the relationship between study variables among employees of the organization. The present research has provided substantial empirical support to explore the relationship, impact of workplace

arrogance, and the need for power on employees' counterproductive work behaviors. Johnson et al. (2010) are the dominant proponents in the literature of pioneering research on workplace arrogance, personality traits, and counterproductive work behaviors among employees. The researchers describe that employees are receptive and reactive to the influence of the social settings in which they are involved. Furthermore, Moon et al. (2022) suggested that employees' anti-social behaviors have been highly associated with their personalized need for power motives. These employees are more likely to perceive injustice by engaging in retaliatory behaviors. They also explained that employees often engage in counterproductive work behaviors while disregarding the interests of the organization, which is analogous to the self-centered motives behind the personalized need for power to obtain power and influencing others. On the contrary, employees with a higher socialized need for power will be less inclined to engage in counterproductive work behaviors since it would be counterproductive to convince others by prosocial methods to act in a way that is against their interests. Over the last three decades, research on workplace arrogance has attempted to conceive and investigate counterproductive work behaviors and the effects of personality traits, their different features, moderating variables, and, more particularly, the influence of these variables on individual and organizational-related outcomes (Moon et al., 2022; Zohaib Khan & Batool, 2022). Numerous studies have been carried out in Pakistan during the past ten years to investigate various organizational and personal work-related aspects such as counterproductive work behaviors, workplace deviance, organizational cynicism, dysfunctional behaviors, workplace harassment, organizational misbehaviors, workplace bullying, narcissistic leadership, personality traits, employees' motivation, emotional intelligence, organizational commitment, organizational citizenship behaviors, job satisfaction, work autonomy, and employees performance (Abdullah et al., 2013; Ahmad et al., 2021; Akhtar et al., 2014; Anwar et al., 2017; Asrar-ul-Haq & Anjum, 2020; Farrukh et al., 2017; Hassan et al., 2016; Naz et al., 2013; Qureshi, 2015; Sadruddin, 2013; Shah & Hashmi, 2019; Soomro et al., 2022; Tufail et al., 2017). In Pakistan, there is a gap in the literature since there is no research that has investigated the nomological industrial model of workplace arrogance, the need for power (personalized and socialized), counterproductive work behaviors, and personality traits among senior Pakistani employees known as corporate managers including males and females from various provinces and areas of Pakistan with extensive field experience. Furthermore, the constructs of the need for power and workplace arrogance were first administered in Pakistan. Therefore, there was a need to establish the factor structure of both instruments on the local population. Thus, the researcher may assess the participants' actual responses without encountering any discrepancies. In our prior study, researchers established the factor structure of the Need for Power Scale on the different banking sectors' employees population in Pakistan (Zohaib Khan & Batool, 2022). Therefore, the predominant purpose of the present research is to administer the workplace arrogance scale to the Pakistan population too in order to establish the factor structure or norms of the measure on the Pakistan population, as then this research can provide an indigenously administered reliable and valid instrument to the future researchers in Pakistan. The contemporary research study mainly focused on corporate managers from different services-providing organizations in Pakistan. Besides convenience and inaccessibility, several reasons would justify the decision to select services sector corporate managers as a sample of the study. First, these organizations are currently of interest to researchers, whereas earlier researchers

focused on the manufacturing industries. Secondly, these organizations are considered the most frequently visited organizations in Pakistan as well as all over the world. Every individual visits these organizations at least once in their life. Third, the constructs of workplace arrogance, the need for power, counterproductive work behavior, and their association with humility and agreeableness are considered to be the most significant variables of the services-providing organizations because every services-providing organization has the prime objective to well-serviced its customers. Providing good customer service is the organization's survival while increasing its profitability. The corporate managers of these organizations are very arrogant, and sometimes they exhibit the wrong use of power to fulfill the tasks. These managers create a toxic and stressful work environment for other employees of the organization (Anjum et al., 2018; Appelbaum & Roy-Girard, 2007; Milligan et al., 2022; Rasool et al., 2019; Rasool et al., 2021). In Pakistan, studies related to these variables are highly acknowledged in the field of industrial and organizational psychology. Lastly, this study would adapt and validate the workplace arrogance scale for Pakistani corporate managers and re-established its factor structure. Moreover, the study would also hold an important position in identifying the positive as well as the negative role of powers in the workplace in affecting important work-related behaviors.

Objectives
The study was conducted to achieve the following objectives:
1. To confirm the factor structure of the Workplace Arrogance Scale through Confirmatory Factor Analysis (CFA)
2. To explore the relationship among workplace arrogance, need for power, counterproductive work behavior, humility, and agreeableness in corporate managers.
3. To investigate the mean difference between male and female corporate managers in terms of study variables.
4. To explore the predictors of counterproductive work behavior among corporate managers.
5. To explore the mediational role of humility between the relationship of workplace arrogance, need for power, and counterproductive work behavior.

Method
Research Design
The cross-sectional correlational research strategy was used to achieve the objectives of the contemporary research. It investigated the relationship between workplace arrogance, the need for power, humility, and agreeableness in corporate managers. Furthermore, the design was also appropriate for investigating gender differences in terms of study variables. Shaughnessy et al. (2012) define the research design investigated the relationships among the variables and collecting information from the sample population at a given time. Cook and Cook (2008) argue that a correlational research design is ideal for these studies that address the non-experimental quantitative descriptive and correlational surveys. In addition, the collected information describes the characteristics of the population at a point.

Demographics Characteristics of the Data

The total sample was comprised of N = 260 corporate managers including males and females with age ranges from 30 years to 55 years. Informed consent was obtained from the organizations and the participants. Furthermore, the sample was recruited by following the purposive sampling strategy (Khalefa & Selian, 2021) by following the inclusion/exclusion sample criteria. As shown in Table 1, the frequency analysis specified the further distribution of the demographic characteristics of the data:

Table 1

Frequency Distribution of the Sample in terms of Demographic Variables (*N*=260)

Variables	*M(SD)*	*f*	Percentage (%)
Age (*30 years to 55 years*)	41.03 (7.06)		
Gender			
Male		181	69.6
Female		79	30.4
Academic Qualification of the Managers C.A			
ACCA		33	12.7
Master's Degree		42	16.2
Bachelors		76	29.2
Post-Graduation		37	14.2
Business/Marketing Diplomas		47	18.1
		25	9.6
Data Collection Cities			
Lahore		40	15.4
Faisalabad		38	14.6
Multan		37	14.2
Karachi		38	14.6
Islamabad		38	14.6
Abbottabad		26	10
Bahawalpur		43	16.5
Current Employment Status			
Yes		245	94.2
No		15	5.8
Organizational Sector			
Government Sector		101	38.8
Private Sector		96	36.9
Sami-Government Sector		16	6.2
Privatized Organization		36	13.8
Others		11	4.2
Corporate Managers' Working Position			
Full-Time Working		247	95
Part Time Work		11	4.2
Others		02	0.8
Total Work Experience (*years*)			
5-10		107	41.2
11-15		78	30
16-20		53	20.4
21-25		16	6.2
26-30		06	2.3

Inclusion and Exclusion Criteria

Employees who are working in the position of managers of their organizations (*i.e.,* public and private sector organizations, privatized organizations, financial and non-financial organizations) with an age range from 30 years to 55 years have a minimum of five years of working experience, and academic qualification of fourteen years was included in this study. However, the other employees with different functional titles than managers and employees with less than or beyond the specified age criteria and less than five years of work experience were excluded from the study. Additionally, employees with any physical or psychological disability were also excluded from the study.

Instruments

The data of the study were collected by using the following valid and reliable instruments:

Workplace Arrogance Scale. The study was conducted by using the Workplace Arrogance Scale (WARS) developed by Johnson et al. (2010). It is a unidimensional construct having 26 items and a 5-point Likert responses scale from 1 (*strongly disagree*) to 5 (*strongly agree*). Moreover, 11 items on the scale were positively coded items, and the remaining 15 items were inversely coded. The scale was designed to measure the arrogance of the employees in the work settings (*example items: "Makes decisions that impact others without listening to their input"* and *"Never criticizes other employees in a threatening manner"*). The reported Cronbach's alpha reliability of the scale is $\alpha_{employees\ sample} = .92$, and $\alpha_{students\ sample} = .89$ with 26 items which indicates that it is a valid and reliable measure to use in the present research.

Need for Power Scale. The power-related construct for the present study was investigated by employing the Need for Power Scale developed and validated by Moon et al. (2022). It is a self-reported 18 items on a 5-point Likert rating scale (1 = *strongly disagree* and 5 = *strongly agree*) having two distinct factors (*i.e., Personalized Need Power k = 09 and Socialized Need for Power k = 09*). The two distinct factors of the need for a power scale were separately designed to measure desires for power in the employees (*Example Items., "I want to have authority over others so I can tell them what to do whether they like it or not"* and *I want to be able to have the power to help others"*). The reported Cronbach's alpha reliability estimates for both factors of the scale (*i.e.,* Personalized Need for Power $\alpha_{Employees\ Sample} = .84$ and Socialized Need for Power $\alpha_{Employees\ Sample} = .82$) indicated that the measure is valid and reliable for the use of employees' population, moreover, the factor structure of the scale was also established on the indigenous population (Moon et al., 2022; Zohaib Khan & Batool, 2022).

Counterproductive Work Behavior. The counterproductive work behavior of the corporate managers was measured by using 10 items five points Likert rating scale developed by Spector et al. (2006). The rating of the scale ranges from 1 *Never* to 5 as *Every day*. The scale comprised multiple statements measuring different aspects of counterproductive work behavior *e.g.,* production deviance, withdrawal, sabotage, abuse, and theft. The scale asked the participants to indicate their responses to which they are engaged in counterproductive behavior at their workplace from the last year or the months (*Example Item., "I started an argument with someone at work"*). Furthermore, the reported Cronbach's alpha reliability for the scale ranges from $\alpha_{employees} = .81$ to $\alpha_{employees} = .85$ (Moon et al., 2022; Spector et al., 2006; Zohaib Khan & Batool, 2022).

Humility and Agreeableness. The personality traits of the employees (*Humility and Agreeableness*) were measured by using the two subscales of the HEXACO Personality Inventory-Revised (HEXACO-PI. R) developed by Lee and Ashton (2019). The inventory comprised 60 items having six different subscales such as honesty-humility, emotionality, extroversion, agreeableness, conscientiousness, and openness to experience. The subscale of the honesty-humility and agreeableness consisted of 10 items each. Participants indicated their agreement with each item's statement on the five points responses scale from 1 (*strongly disagree*) to 5 (*strongly agree*). Furthermore, the different domains of the honesty-humility subscale measure sincerity, fairness, greed avoidance, and modesty, whereas the domains of agreeableness measure gentleness, forgiving attitude, flexibility, and the patients. The reported

reliability of both subscales is raging from $\alpha_{employees\ sample} = .87$ to $\alpha_{employees\ sample} = .88$ (Lee & Ashton, 2013; Moon et al., 2022; Zohaib Khan & Batool, 2022).

Ethical Considerations

The study's ethical approval was taken from the Government College University (GCU) psychology department Board of Studies (BOS) committee. The committee evaluated the effectiveness and significance of the research study. Permission was obtained from the original authors of the research instruments used in this study. Furthermore, informed consent was taken from the research participants while emphasizing the significance of the study and their participation. Lastly, the researcher ensured the confidentiality and anonymity of the participants' identity and their responses. The researcher also ensured that no physical, psychological, or financial harm came to anyone from this research.

Results

A series of analyses were carried out to achieve the current study's objectives. Initial screening of the data was done to examine missing values, coding errors, and outliers. Confirmatory Factor Analysis (CFA) was run using AMOS-20 to confirm and establish the construct validity of the workplace arrogance scale. To estimate the internal consistency, a reliability analysis was done by using SPSS-23.

Factor Structure of the Workplace Arrogance Scale. As Figure 1 displays, a one-factor confirmatory factor analysis of the 26 items was conducted on the sample of N = 260 corporate managers. As shown in Table 2, the results demonstrated that the model is well-fitted for the standardized statistics parameters of the CFA model $\chi^2 = 1.77$, (*df* = 206, N = 260), *p* < .05, RMSEA = .05, CFI = .90, GFI = .90, TLI = .91. The value of chi-square ($\chi^2 = 1.77$) is significant (*p* < .05) due to a greater degree of freedom (CMID/*df*) (Alavi et al., 2020; Brown & Moore, 2012; Flora et al., 2012; Jackson et al., 2009; Kahn, 2006; Thompson, 2004).

Figure 1

Confirmatory Factor Analysis (CFA) One-Factor Solution to Establish the Psychometric Properties of the Workplace Arrogance Scale on the Sample of the Corporate Managers (N = 260).
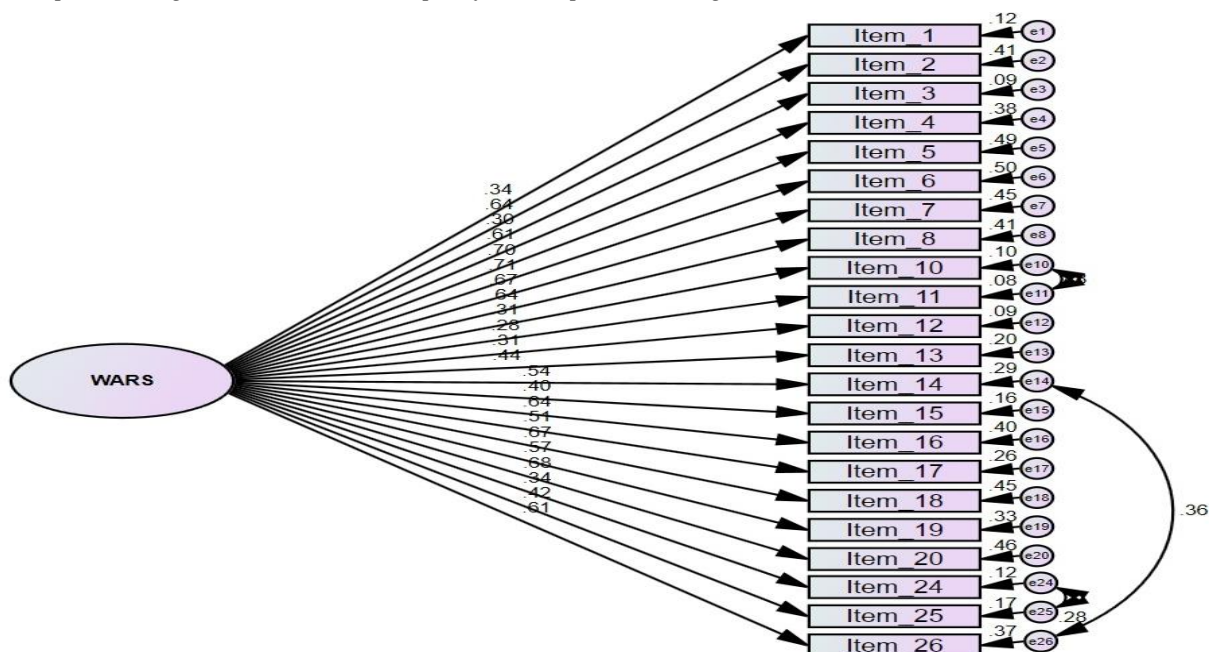
Table 2

Model Fit Indices of the Confirmatory Factor Analysis for the Workplace Arrogance Scale ($N = 260$)

Fit Indices	CMID/df	χ^2	RMSEA	CFI	GFI	TLI
WARS	365.59/206	1.77	.05	.90	.90	.91

Note. *p=RMSEA<.01, WARS= Workplace Arrogance Scale, *χ^2= chi-square < 3.0.

Table 3 indicates the factor loadings after confirmatory factor analysis of the Workplace Arrogance Scale. It ranges from .30 to .71, respectively. Item-total correlation of all the items is significant and adequate. The original one factor of the scale was retained, except a few items (*i.e.,* items 9, 21, 22, and 23) were removed because of the low loading on the current sample (Austin, 2006) (see Table 3). Furthermore, the table also shows high alpha reliability coefficient estimates for the whole version of the scale. The coefficient alpha in this sample was $\alpha = .84$, and the CR and VE were .81 and .50, respectively. However, a few items on the scale had low factor loading (*i.e.,* items; 1, 3, 10, 11, 12), but they were retained because of the acceptable model fit indices and the mentioned criteria in the priors studies (Burgoon, 1976; Goetz et al., 2013; Iftikhar & Malik, 2014) (see Table 3) and Cronbach's alpha coefficients estimates of the 22-item workplace arrogance scale (see Table 4).

Table 3

Factor Loading of the Workplace Arrogance Scale through Confirmatory Factor Analysis ($N = 260$)

Items No.	Factor Loading	Item-total γ	Items No.	Factor Loading	Item-total γ
Item 1	.34	.36**	Item 13	.44	.43**
Item 2	.64	.60**	Item 14	.54	.52**
Item 3	.34	.35**	Item 15	.41	.45**
Item 4	.61	.56**	Item 16	.64	.58**
Item 5	.71	.64**	Item 17	.51	.48**
Item 6	.71	.65**	Item 18	.67	.63**
Item 7	.67	.60**	Item 19	.57	.53**
Item 8	.64	.57**	Item 20	.68	.63**
Item 10	.31	.36**	Item 24	.34	.35**
Item 11	.30	.33**	Item 25	.42	.42**
Item 12	.31	.30**	Item 26	.61	.59**

Note: **Correlation is significant at the 0.001 level, γ = Item-Total Correlation

Table 4 contains the results of the reliability analysis, which shows the statistically significant Cronbach's alpha reliability (α) coefficient estimates for the different research instruments on the sample of the corporate managers raging from $\alpha = .77$ to $\alpha = .89$.

Table 4

Reliability Analysis of the Research Instruments ($N = 260$)

Research Instruments	k	α
Workplace Arrogance	22	.88
Need for Power		
Personalized nPower*	9	.87
Socialized nPower*	9	.84
Counterproductive Work Behavior	10	.82
Humility	10	.77
Agreeableness	10	.89

Note: k= Number of Items of the Scale, α= Cronbach's alpha Reliability, *= Subscales of the Construct.

The Pearson Product moment correlation analysis was carried out to investigate the intercorrelation among the variables. The results are reported in Table 5. In line with the second objective of the study, findings suggested that workplace arrogance in corporate managers was positively related to the personalized need for power and counterproductive work behavior ($r = .72, p < .1$; $r = .32, p < .1$), and negatively related to the socialized need for power ($r = -.65, p$

$< .1$), humility ($r = -.67$, $p < .1$), and weakly related to agreeableness ($r = -.36$, $p < .5$). The findings also establish the construct validity (convergent and discriminate validity) of the workplace arrogance scale after the confirmatory factor analysis by removing $k = 04$ items from the scale. Furthermore, the personalized need for power has shown a positive relationship with counterproductive work behavior ($r = .52$, $p < .1$) and a negative association with the socialized need for power ($r = -.87$, $p < .1$), humility ($r = -.81$, $p < .1$), and agreeableness ($r = -.50$, $p < .1$). In contrast, socialized need for power exhibited the positive association with humility ($r = .47$, $p < .1$), and agreeableness ($r = .50$, $p < .01$) and the negative association with counterproductive work behavior ($r = -.45$, $p < .01$). In addition, counterproductive work behavior in the corporate managers had a weak negative association with humility and agreeableness ($r = -.31$, $p < .05$) and ($r = -.31$, $p < .05$). Lastly, humility and agreeableness were found to be positively correlated ($r = .51$, $p < .05$).

Table 5

Intercorrelation among Workplace Arrogance, Personalized-Socialized Need for Power, Counterproductive Work Behavior, Humility, and Agreeableness in Corporate Managers ($N = 260$)

Variables	1	2	3	4	5	6
1. Workplace Arrogance	-	.72**	-.65**	.50**	-.68**	-.36**
2. Personalized Need for Power		-	-.87**	.52**	-.81**	-.50**
3. Socialized Need for Power			-	-.45**	.72**	.50**
4. Counterproductive Work Behavior				-	-.45**	-.31**
5. Humility					-	.51**
6. Agreeableness						-
M(SD)	53.16 (14.46)	57.1(16.24)	65.98 (2.54)	66.19 (15.96)	84.14 (21.48)	75.85 (16.74)

Note. **$p < .1$, *$p < .5$ (two-tailed), *Need for Power Subscales*=Personalized and Socialized Need for Power.

Findings of the independent sample *t*-test indicated that male and female corporate managers exhibited a similar level of workplace arrogance, personalized and socialized need for power, counterproductive work behavior, humility, and agreeableness. Gender differences were not significant ($p > .05$). In addition, the values of Cohen's *d* indicated the non-significant effect size of these variables such as workplace arrogance $d = .17$, personalized need for power $d = .09$, socialized need for power $d = .02$, counterproductive work behavior $d = .19$, humility $d = .05$ and agreeableness $d = .04$ respectively (see Table 6).

Table 6

Mean Differences between Male and Female Corporate Managers in terms of Workplace Arrogance, Need for Power, Humility, and Agreeableness ($N = 260$)

Variable	Male (n=181)		Female (n=79)				95% Cl		Cohen's *d*
	M	*SD*	*M*	*SD*	*t*(258)	*sig*	LL	UL	
Workplace Arrogance	52.31	16.63	49.44	16.61	1.28	.20	-1.54	7.28	0.17
Personalized Need for Power	57.49	16.34	55.89	16.04	0.72	.46	-2.71	5.91	0.09
Socialized Need for Power	66.13	20.79	65.62	20.08	0.18	.85	-4.95	5.97	0.02
Counterproductive Work Behv.	61.73	18.37	58.02	19.61	1.46	.14	-1.27	8.68	0.19
Humility	83.80	21.37	84.91	21.81	-0.3	.70	-6.82	4.60	0.05
Agreeableness	75.62	16.91	76.35	16.41	-0.32	.74	-5.18	3.72	0.04

Note. **$p < .1$, *$p < .5$; *CI*=Confidence Interval, *LL*= Lower Limit, *UL*=Upper Limit.

Multiple linear regression analysis was carried out to investigate the predictors of counterproductive work behavior among corporate managers. Findings revealed that workplace arrogance ($\beta = .22$, $p < .03$) and personalized need for power ($\beta = .33$, $p < .01$) were found to be significant positive predictors of counterproductive work behavior. Furthermore, the value of R^2 (.25) in the model explained that 25% total variance in the counterproductive behavior of the

corporate managers was accounted for by workplace arrogance and personalized need for power with a frequency of 43.7 (see Table 7).

Table 7

Multiple Linear Regression Analysis Showing the Predictors of Counterproductive Work Behavior among Corporate Managers (N = 260)

Predictors				95% CI		
	B	SE	β	LL	UL	*sig*
Constants	26.46	3.82	-	18.89	33.91	.01
WARS	.25	.085	.22	.41	.08	.03
P nPower	.40	.087	.33	.21	.55	.01
ΔR^2	.25**					.01
ΔF	43.47					.01

Note. **$p < .01$, *$p < .04$, β = Coefficient of Regression, *LL* = Lower Limit, *UL* = Upper limit. 95 CI %, *WARS*=Workplace Arrogance Scale, *P nPower*= Personalized Need for Power

Model 1, displayed in Figure 2, demonstrated that workplace arrogance and personalized need for power negatively predicted humility (β = -.13, $p < .05$) and (β = -.74, $p < .01$), whereas the socialized need for power did not show significant (β = -.01, $p < ns$) prediction with the humility among the corporate managers. Although, humility negatively predicted (β = -.60, $p < .01$) counterproductive work behavior among the managers. Overall, model fit indices indicated that the model is reasonably well-fitted for the statistics parameters having suitable model fit indices $\chi^2 = 2.53$ (CMIN/$df = 5.06/2 = 2.53$, N = 260), $p < .05$, RMSEA = .06, CFI = .98, GFI = .92 and TLI = .97 (Mulaik et al., 1989; Schermelleh-Engel et al., 2003).

Figure 2

Model 1: Path Analysis: Predictors of the Counterproductive Behavior among Corporate Managers
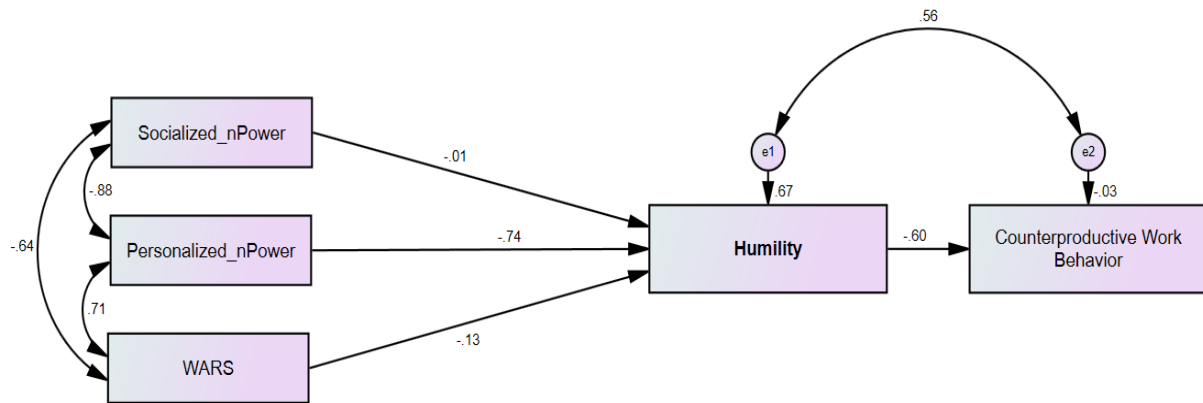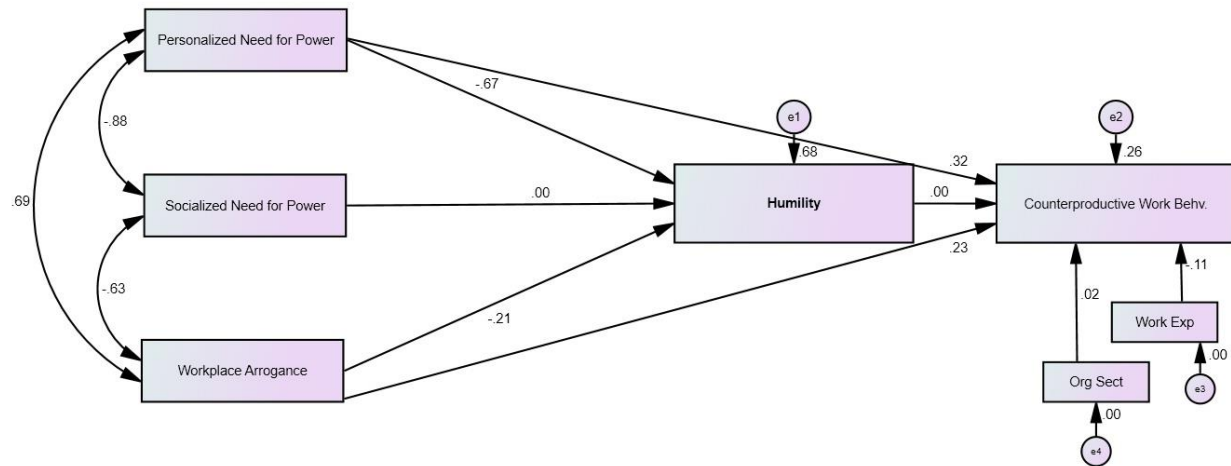

Note. *p < .05, **p < .01, CIMD/df < 3.

Model 2 illustrated the standardized indirect path coefficients between the personalized and socialized need for power, workplace arrogance, humility, and counterproductive work behavior of corporate managers. As demonstrated in Figure 3, findings showed the significant indirect path coefficient of the personalized need for power and workplace arrogance with counterproductive work behavior of the corporate managers (β = .32, $p < .01$), and (β = .23, $p < .01$). Whereas, both factors have shown negative indirect path with humility (β = -.67, $p < .01$), (β = -.27, $p < .05$). Furthermore, the indirect path coefficient between the socialized need for power to humility (β = .01, $p < ns$) and humility to counterproductive work behavior was found to be non-significant (β = -.03, $p < ns$). The work experience of the corporate managers as a covariate has shown a significant negative impact on counterproductive work behavior (β = -.11,

$p < .05$). However, the total effect of this mediation modal was significant ($p < .01$). The model suggested a well-adjusted data fit on the previous model by adding covariates $\chi^2 = 1.68$ (CMIN/df = 16.79/10 = 1.68, N = 260), $p < .01$, RMSEA = .05, CFI = .98, GFI = .98, AGFI = .95 and TLI = .98. It gives a wholesome picture of mediatory effects on dependent variables (Arbuckle, 2008; Hu et al., 1992; Wong, 2016).

Figure 3

Model 2: Path Analysis: Standardized Mediation Model with Covariates

Note. *p < .05, **p < .01, CIMD/df < 3.

Discussion

Although the topic of employees' workplace arrogance and its relationship with the need for power and counterproductive workplace behavior is appealing, very little empirical evidence accompanies existing anecdotal accounts. The correlates of arrogance in organizational context remain unclear, irrespective of the fact that these actions are typically viewed as socially unacceptable (Borden et al., 2018; Duchek, 2020; Erisen et al., 2021; Gutschmidt & Vera, 2022; Rego & Simpson, 2018). For the last five years, personal attributes have been a contentious issue among Pakistani organizational researchers. Therefore, the existing research examined the nomological network of arrogance and how it related to other key performance indicators.

As the first objective of the study, there was a need to validate the workplace arrogance scale on the indigenous population to establish its factor structure; thus, it could be applied to the corporate sector employees of Pakistan. The one-factor model of the workplace arrogance scale was developed through a CFA. The one-factor solution model is well-fitted for the model-fit indices while retaining 22 out of 26 items. Moreover, the model fit indices of the one-factor confirmatory analysis solution were acceptable and met the conventional benchmarks according to the statistics parameters (Hu & Bentler, 1999; Johansson et al., 2014; Kline, 2005) (see Table 2 & 3). Furthermore, reliability analysis indicated that the 22-item workplace arrogance scale is reliable and valid for this study (see Table 4).

The Pearson correlation analysis explored the relationship between workplace arrogance, the need for power, counterproductive work behaviors, humility, and agreeableness. The findings display the full acceptance of the second objective of the study. Workplace arrogance is positively associated with the personalized need for power and counterproductive work

behavior; however, it is negatively associated with the socialized need for power, humility, and agreeableness in corporate managers. The study results are consolidated with research conducted by Shahedhossein et al. (2022). The findings suggested that managers who display arrogance have a high need for personalized power because the negative power-seeking attitude of the managers leads to arrogant and narcissistic behaviors. Certainly, arrogant managers may be overconfident about their chances of success while frequently underestimating their opponents. With an arrogant mentality, it is quite easy to belittle the competition and mock their presence, complacently allowing small rivals to grow until they are too powerful to defeat or contain (Coleman, 2021; Cowan et al., 2019; Gu, 2023; Persson, 2019). Moon et al. (2022) suggested the positive relatedness of the personalized need for power in managers with workplace arrogance, self-aggrandizing attitudes, selfishnesses, self-centeredness, and anti-social tendencies. Furthermore, they revealed that managers who expressed a high need for personal power and arrogance were more likely to engage in counterproductive patterns of behavior. Also, humility, consciousness, and agreeableness are inversely correlated with arrogance and a personalized need for power. Nevertheless, the managers who exhibited a high socialized need for power displayed a strong sense of humility and agreeableness. Within contemporary organizational culture, they are regarded as extremely productive managers. Zohaib Khan and Batool (2022) explained that managers who are arrogant and have a high need for personalized power lead to various organizational counterproductive work behaviors. These managers consistently harm the organization's productivity as well as profitability. As a matter of personality traits, they more often exhibit lower levels of agreeability, agreeableness, emotionality, and extroversion. These employees tend to be more exploitative in their interactions with others, but they also exhibit manipulative behaviors in front of superiors that are closely associated with effective leadership, organizational dedication, inventiveness, and smooth organizational operations. They also damage the organizational culture and branding. On the contrary, managers with a strong desire for the socialized need for power were found to be more associated with productive organizational behaviors, having less arrogant attitudes, and they are very helpful towards other employees of the organization. Moreover, they have a strong relationship with humility and agreeableness, indicating a balanced temperament and gentleness toward others (Lee & Ashton, 2019) (see Table 5).

The difference between genders when arrogance is considered was postulated in the third objective of the study. The findings indicated that males and females showed similar scores in terms of workplace arrogance, need for power, counterproductive work behavior, humility, and agreeableness. Despite the popular notion that men are more arrogant than women, a perception has been supported by studies (Grijalva & Newman, 2015). However, no such differences were discovered in our study. There may be several causes for this. First, a smaller sample size may be the cause of the lack of discernible gender differences. Second, as the majority of studies previously considered are from a Western perspective, there might not be a difference in arrogance among indigenous people. This non-difference may be the result of some cultural variations. Studies described that there is equality between the genders in the workplace. Power and influence can be distributed equally among both males and females in the organizations. The majority of organizations offer their employees equal opportunity regardless of their gender and further the cause of gender equality by being fair to both genders (i.e., men and women). These companies offered their employees financial freedom, equitable access to resources,

opportunities, and incentives (Casteleiro & Mendes, 2022; Lau et al., 2021; London et al., 2019) (see Table 6).

The fourth objective of the study was designed to predict the significant predictors of counterproductive work behaviors among corporate managers. Results disclosed that workplace place arrogance and the personalized need for power are significant predictors of counterproductive work behaviors in corporate managers. The results are supported by a study conducted by Johnson et al. (2010) and Forsyth et al. (2012), which revealed that workplace arrogance is mostly linked to engaging in counterproductive work behavior. Arrogant workers constantly make things difficult for their colleagues and foster a hostile work environment. Moon et al. (2022) described that counterproductive work behaviors include sabotage, cheating, and stealing from others; employees who engage in these types of behaviors are inherently anti-social. Furthermore, studies' findings suggested that managers who engage in this type of work behavior are disregarding the interests of others as well as the organizations, which is analogous to the self-centered motives behind the personalized need for power to obtain power and influence others (Cohen, 2016; Trevino et al., 2000) (see Table 7).

Conclusively, the fifth objective of the predominantly research was achieved through the models developed by Structure Equational Modeling (SEM). The SEM models and analysis outputs demonstrated the predictors of counterproductive work behavior through the mediation of humility as the personality trait, whereas the demographic variables such as corporate managers' work experience and their organization sectors have also impacted the overall statistics parameters of the model (see SEM Model 1 & 2). Zohaib Khan and Batool (2022) describe the link between the personalized-socialized need for power and employees' personality traits. The findings suggested that the personalized need for power is the negative predictor of humility, and the socialized need for power is the positive predictor of personality. Consistent with the findings of Johnson et al. (2010), they explained that workplace arrogance is a negative predictor of humility. Humble people do not act like they are better than others, which is the opposite of arrogant behavior. They also revealed that arrogant people scored higher on social dominance and trait anger and lower on humility and agreeableness, especially in comparison who rated themselves less arrogant. Wang et al. (2019) suggested that managers' high humility improves their subordinates' work performance and good work behaviors. When a leader's political competence is great, the indirect impact of humility on subordinates' counterproductive work behavior through interpersonal justice is stronger, which suggests a moderated mediation model. These results are in line with the literature of research on counterproductive work behaviors and job insecurity, which has consistently highlighted its detrimental effects (Cheng & Chan, 2008; Sverke et al., 2002) and highlighted the potential moderating impact of humility as a personality trait (Chirumbolo, 2015; Chirumbolo & Areni, 2010; Naswall et al., 2005).

Limitations and Recommendations

The current study provides significant insight into workplace arrogance and how it relates to many aspects of the need for power as well as counterproductive work behaviors. Additionally, it investigates the demographic factors and humility as the mediator within the model. There are a few study limitations that should be mentioned, though. Data were exclusively gathered from managers from the service industries. However, to compare the two sectors in terms of

the research constructs, it is suggested that data would be gathered independently and equally from the production and services sectors. Second, few women participants took part in the study. Female employees should be encouraged to participate in the next research to compare the two genders. Last but not least, the association between the research variables was mainly investigated using a quantitative research technique. A mixed-method research design would be recommended for a more comprehensive understanding of these variables at the workplace.

Conclusion and Implications

The goal of the existing study was to identify the confirmatory factor structure of the workplace arrogance scale by using a sample of corporate managers in Pakistan. Additionally, measures were utilized in the study to examine the association between managers' workplace arrogance, need for power (*i.e.,* personalized and socialized), counterproductive work behaviors, humility, and agreeableness. The results are consolidated with the study's objectives and reveal how different forms of power needs and workplace arrogance are related to corporate managers' counterproductive work behaviors and personality traits (*i.e.,* humility and agreeableness) in different ways. The study will also help to identify the employees who want to exercise the socialized need for power or those who already do so. These employees will be able to offer the organization greater benefits like the growth of organizational citizenship behavior, work engagement, job satisfaction, and job autonomy while engaging the other employees in productive organizational behaviors. The study also highlights the need for personalized power among employees and how this desire is linked to counterproductive workplace behaviors, such as bullying, tardiness, psychological harassment, absenteeism, sabotage, and aggressive organizational behaviors. These important and powerful ramifications of the study would enable the management of the organizations and the Human Resource Group (HRG) to construct a need-based training plan for their managers to reduce their workplace arrogant behavior and desire for personalized power; thus, they can increase their managers' loyalty, innovation, service orientation, and organizational profitability. Last but not least, the present study offers the researcher a nomological explanation of the model relating to workplace arrogance, need for power, counterproductive work behavior, and personality characteristics. Furthermore, it provides pathways for future researchers to work on the different psychological models relating to workplace arrogance and related work behaviors.

Declarations
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Both authors contributed to the (a) concept and design, (b) writing of the article or its critical revision for essential intellectual content, and (c) preparation of the final document.

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