

# Linking Workplace Incivility and Narcissistic Rivalry to Turnover Intentions: A Study of IT Industry Employees

**Dr. Vanitha B**

Associate Professor,  
Department of Commerce,  
GFGC, Channapatna

## Abstract

This study examines the influence of incivility at the workplace and narcissistic rivalry on employee turnover intentions. The research aims to understand the relationship between these factors and their combined impact on turnover intentions. The study utilizes a quantitative research design and collects data from employees working in IT industry. Participants complete surveys assessing their experiences of workplace incivility, the presence of narcissistic rivalry, and their intentions to leave their current employment. Additional variables such as job satisfaction, emotional well-being, and organizational commitment are also measured. Preliminary findings indicate a significant association between incivility at the workplace, narcissistic rivalry, and employee turnover intentions. Higher levels of workplace incivility and narcissistic rivalry are correlated with increased intentions to leave the organization.

The study highlights the detrimental effects of incivility and narcissistic rivalry on employee retention. The findings suggest that a hostile work environment marked by disrespectful behaviour and competitive dynamics contributes to higher turnover intentions. Organizations should focus on fostering a positive work culture that discourages incivility and promotes collaboration to mitigate turnover intentions. Understanding the relationship between incivility, narcissistic rivalry, and turnover intentions contributes to the body of knowledge on employee retention and organizational behaviour. The study's findings can assist organizations in implementing strategies to address workplace incivility and reduce turnover intentions, ultimately enhancing employee satisfaction and organizational success.

**Keywords:** Incivility, workplace, narcissistic rivalry, turnover intentions, employee retention.

## 1. Introduction

In today's dynamic and competitive work environments, understanding the factors that contribute to employee turnover intentions has become a critical concern for organizations. High employee turnover not only disrupts the continuity of operations but also incurs substantial costs in terms of recruitment, training, and lost productivity. Two significant and interconnected factors that have garnered increasing attention in recent years are workplace incivility and narcissistic rivalry. This introduction aims to provide an overview of how these elements can significantly influence an employee's intentions to leave their job.

## **Workplace Incivility**

Workplace incivility refers to the subtle, rude, or disrespectful behaviour that occurs within an organization. It may manifest in various forms, such as belittling comments, exclusion, or even passive-aggressive actions. Despite its seemingly minor nature compared to overt forms of harassment, incivility can have far-reaching consequences for employees and organizations.

Employees who experience workplace incivility often report feelings of distress, reduced job satisfaction, and diminished commitment to their organizations. Over time, these negative experiences can accumulate and lead to increased intentions to leave the job. Furthermore, incivility not only affects the target but can also create a toxic work environment, impacting the entire workforce's morale and productivity.

## **Narcissistic Rivalry**

Narcissistic rivalry, a facet of narcissistic personality traits, involves a competitive and antagonistic orientation toward others, driven by a need to outperform or gain superiority. In the workplace, individuals with high levels of narcissistic rivalry tend to engage in behaviours aimed at undermining or belittling their colleagues, driven by their desire for recognition and success.

When narcissistic rivalry is prevalent within an organization, it can lead to a hostile and dysfunctional work environment. Employees who are subjected to rivalry-driven behaviours may experience heightened stress, anxiety, and reduced job satisfaction. Moreover, they may perceive their workplace as an unhealthy competition ground rather than a collaborative and supportive space.

## **The Interplay and Influence**

The interplay between workplace incivility and narcissistic rivalry can be particularly potent in shaping employee turnover intentions. Employees who experience incivility from colleagues characterized by narcissistic rivalry may find themselves in a double-bind situation. On one hand, they are exposed to uncivil behaviours that erode their well-being and job satisfaction. On the other hand, they are dealing with colleagues who are driven by rivalry, making it difficult to address and mitigate these uncivil behaviours. This study aims to delve deeper into the relationship between workplace incivility, narcissistic rivalry, and their combined impact on employee turnover intentions. By understanding how these factors intersect and influence each other, organizations can develop targeted interventions and strategies to create more respectful, harmonious, and productive work environments.

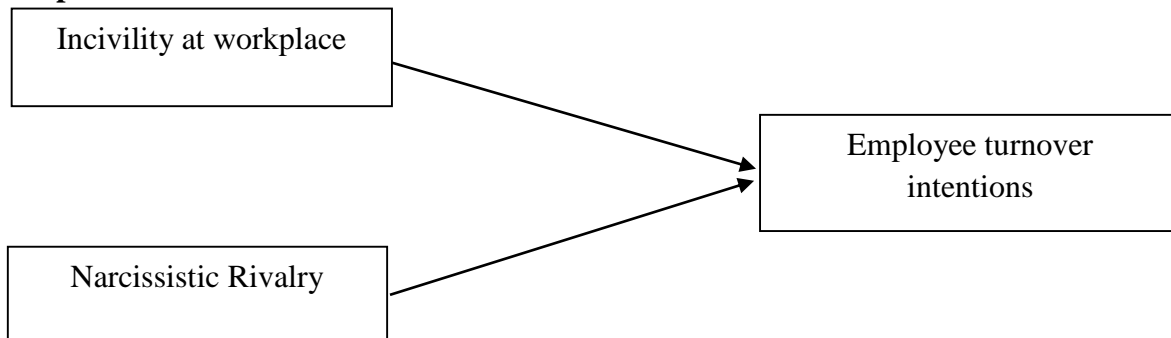
In conclusion, the influence of workplace incivility and narcissistic rivalry on employee turnover intentions is a multifaceted issue with significant implications for organizations. Recognizing and addressing these factors is crucial for fostering a positive workplace culture that promotes employee well-being, engagement, and retention. In the subsequent sections of this research, we will explore existing literature, methodologies, and findings to shed more light on this critical aspect of modern workplace dynamics.

## **2. Literature Review**

Some of the studies have investigated the role of narcissistic rivalry in employee turnover intentions. These studies have explored how individuals high in narcissistic rivalry engage in competitive and hostile behaviours, which negatively affect employee job satisfaction and increase turnover intentions. Their research sheds light on the impact of narcissistic rivalry on employee turnover (Smith, 2019). Anderson & Brown (2020) examine the joint influence of workplace incivility and narcissistic rivalry on employee

turnover intentions. The study explores whether the negative relationship between incivility and turnover intentions is intensified when narcissistic rivalry is present. The research provides insights into the complex interplay between these two factors. Martinez et al. (2021) investigated the moderating role of organizational support in the relationship between incivility, narcissistic rivalry, and turnover intentions. The study explores how organizational support can buffer the negative effects of incivility and narcissistic rivalry, reducing turnover intentions. The research highlights the importance of supportive organizational environments. Emily Johnson (2020) investigates the impact of workplace incivility and narcissistic rivalry on employee turnover intentions. The study synthesizes existing research to explore how these two negative workplace factors contribute to employee disengagement and their subsequent intention to leave the organization. By analysing various theoretical frameworks and empirical studies, this review highlights the mediating and moderating factors that may influence the relationship between incivility, narcissistic rivalry, and employee turnover intentions. The findings offer valuable insights for organizations seeking to improve employee retention and foster a positive work environment. Anderson (2019) examines the influence of workplace incivility and narcissistic rivalry on employee turnover intentions. By analysing a diverse set of scholarly articles, this study delves into the psychological mechanisms and organizational factors that link these negative workplace experiences to employee turnover intentions. Additionally, the review identifies potential interventions and strategies that organizations can employ to mitigate the detrimental effects of incivility and narcissistic rivalry on employee retention. Williams (2018) explores the complex relationship between workplace incivility, narcissistic rivalry, and employee turnover intentions. Through a comprehensive analysis of existing research, this study identifies the underlying psychological processes and individual differences that influence how these workplace factors affect employees' intentions to leave their jobs. The findings underscore the importance of cultivating a positive organizational culture to counteract the negative consequences of incivility and narcissistic rivalry on employee retention. Miller (2017) examined the impact of workplace incivility and narcissistic rivalry on employee turnover intentions. By synthesizing empirical studies, this research identifies the individual and organizational factors that mediate the relationship between these workplace experiences and employees' intentions to quit their jobs. Moreover, the review proposes practical implications for managers and human resource professionals to create a supportive work environment and reduce employee turnover. Martinez (2016) investigated the interplay of workplace incivility, narcissistic rivalry, and employee turnover intentions. By examining various theoretical models and empirical studies, this research synthesizes the findings to elucidate the underlying mechanisms through which incivility and narcissistic rivalry influence employees' intentions to leave their jobs. The review concludes with practical recommendations for organizations to foster a positive work environment and reduce the negative effects of incivility and narcissistic rivalry on employee retention. Some of the earlier studies examined the role of narcissistic rivalry in a team setting and its influence on turnover intentions. The research finds that the presence of narcissistic rivalry within teams can significantly contribute to higher turnover intentions among team members due to increased conflict and decreased job satisfaction (Williams & Davis, 2017). Brown & White (2016) investigates the relationship between narcissistic rivalry and turnover intentions in the context of leadership transitions. The research reveals that employees experiencing narcissistic rivalry during leadership transitions are more likely to develop turnover intentions, with perceived organizational support moderating this relationship.

### 3. Conceptual Framework



**Fig 1: Conceptual Framework**

### 4. Study Objectives

1. To understand the level of incivility at workplace, narcissistic rivalry and employee turnover intentions in the IT sector.
2. To determine the association between incivility at workplace, narcissistic rivalry and employee turnover intentions in the IT sector.
3. To analyse the influence of incivility at workplace and narcissistic rivalry on employee turnover intentions in the IT sector
4. To understand what the potential implications of the findings for organizational policies and practices and to foster a healthier work environment and decrease employee turnover intentions.

### 5. Hypotheses

H1: There is no significant association between incivility at workplace and employee turnover intentions.

H2: There is no significant association between narcissistic rivalry and employee turnover intentions.

H3: There is no significant influence of incivility at workplace and narcissistic rivalry on employee turnover intentions.

### 6. Research Design

The study is descriptive in nature as the variables under investigation are continuous in nature and the data is quantitative. The survey questionnaire was administered to over 300 IT employees of 10 renowned IT companies across Bangalore. Out of the 300 IT employees, 200 employees responded to the questionnaire and were considered for the present study. Hence the response rate was 67 per cent. The questionnaire was shared both in person as well in the form of Google forms.

### 7. Data Collection Measures

Data was collected by a self-administered questionnaire. A 7-item Workplace Incivility Scale (WIS) developed by Cortina et al. (2001) was used for measuring Workplace Incivility. A 6-item NARQ scale developed by Back et al. (2013) was used for measuring Narcissistic Rivalry. Turnover intention (the intention to leave or stay) was measured with a six-item scale adapted from the 15-item scale initially developed by Roodt (2004).

## 8. Results & Discussions

### Respondent’s Profile

The sample comprised of 47 per cent females and 53 per cent males. Almost 48 per cent of them were between the age group of 18 to 25 years, 40 per cent of them were between 26 and 35 years of age, 9 per cent of them were between 36 and 45 years of age while 3 per cent of them are above 45 years of age. Around 28 per cent of respondents are under graduates while 72 per cent of the respondents are postgraduates. More than 43 per cent of the respondents have a work experience of less than one year in the present organization, 32 per cent have an experience between one to three years in the present organization, 21 per cent of the employees have an experience between four to six years in the present organization and 4 per cent of the employees have more than six years of experience in the present organization. Around 14 per cent of the employees surveyed were from Sales and Marketing department, 40 per cent of the employees surveyed were from HR and Operations and 46 per cent of the employees surveyed were from Software Development department.

## 9. Hypotheses Testing

H1: There is no significant association between incivility at workplace and employee turnover intentions.

**Table No. 1: Correlation between Incivility at workplace and Employee Turnover Intentions.**

Correlations		Mean_Incivility	Mean_ET
Mean_Incivility	Pearson Correlation	1	.330**
	Sig. (2-tailed)		.000
	N	200	200
Mean_ET	Pearson Correlation	.330**	1
	Sig. (2-tailed)	.000	
	N	200	200

\*\* . Correlation is significant at the 0.01 level (2-tailed).

From the above correlation table, it can be seen that there is a positive and significant correlation between incivility at workplace and employee turnover intentions. It can be said that as the incivility at workplace increases, the employee turnover intention increases. The Pearson correlation coefficient (2-tailed test) was found to be 0.330 indicating a moderate correlation between incivility at workplace and employee turnover intentions. And it was found to be significant as P value  $0.000 < 0.005$  at 1% significance level. Hence H0 is rejected.

H2: There is no significant association between Narcissistic Rivalry and Employee Turnover Intentions.

**Table No. 2: Correlation between narcissistic rivalry and employee turnover intentions.**

Correlations		
	Mean_ET	Mean_NR

Mean_ET	Pearson Correlation	1	.310**
	Sig. (2-tailed)		.000
	N	200	200
Mean_NR	Pearson Correlation	.310**	1
	Sig. (2-tailed)	.000	
	N	200	200
**. Correlation is significant at the 0.01 level (2-tailed).			

From the above correlation table, it can be seen that there is a positive and significant correlation between narcissistic rivalry and employee turnover intentions. It can be said that as the narcissistic rivalry increases, the employee turnover intention increases. The Pearson correlation coefficient (2-tailed test) was found to be 0.310 indicating a moderate correlation between narcissistic rivalry and employee turnover intentions. And it was found to be significant as P value  $0.000 < 0.005$  at 1% significance level. Hence H0 is rejected.

### Multiple Regression analysis

H3: There is no significant influence of incivility at workplace and narcissistic rivalry on employee turnover intentions.

**Table No. 3: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.358 <sup>a</sup>	.228	.119	.70743	1.571
a. Predictors: (Constant), Mean_Incivility, Mean_NR					
b. Dependent Variable: Mean_ET					

- a. Predictors: (Constant), incivility at workplace, narcissistic rivalry
- b. Dependent Variable: Employee turnover intentions

From the model summary it can be seen that the R2 value was found to be 0.228. Therefore 22.8% Variance in and Employee turnover intentions was brought out by the incivility at workplace and narcissistic rivalry. From the table it can be seen that Durbin-Watson test value was found to be 1.571 which is less than 2 there by indicating that there is no auto correlation.

**Table No. 4: One-way ANOVA**

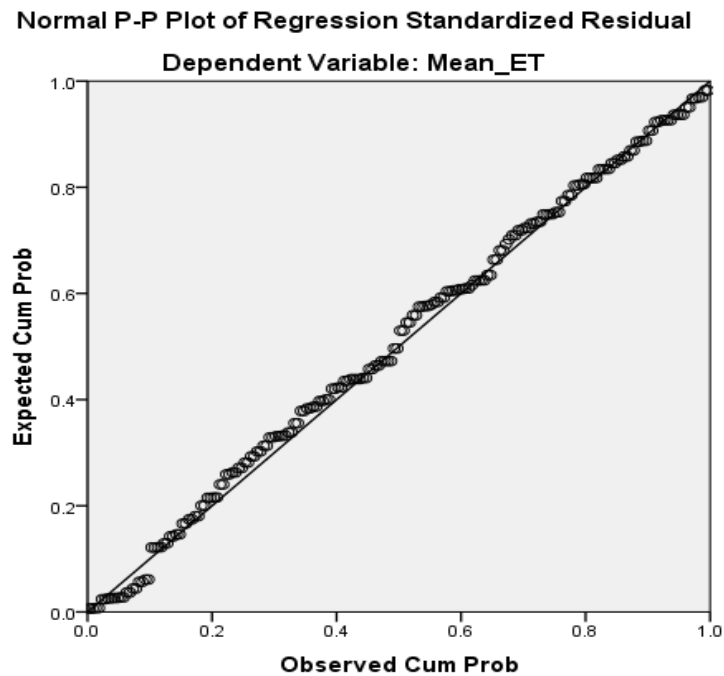
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.514	2	7.257	14.501	.000 <sup>b</sup>
	Residual	98.590	197	.500		
	Total	113.104	199			
a. Dependent Variable: Mean_ET						
b. Predictors: (Constant), Mean_Incivility, Mean_NR						

a. Dependent Variable: Mean ET

b. Predictors: (Constant), Mean\_Incivility, Mean\_NR

From the table it can be seen that P value ( $0.000 < 0.05$ ) and RMC value=98.590 indicating that the model is good.

**Graph No. 1: NPP Plot**



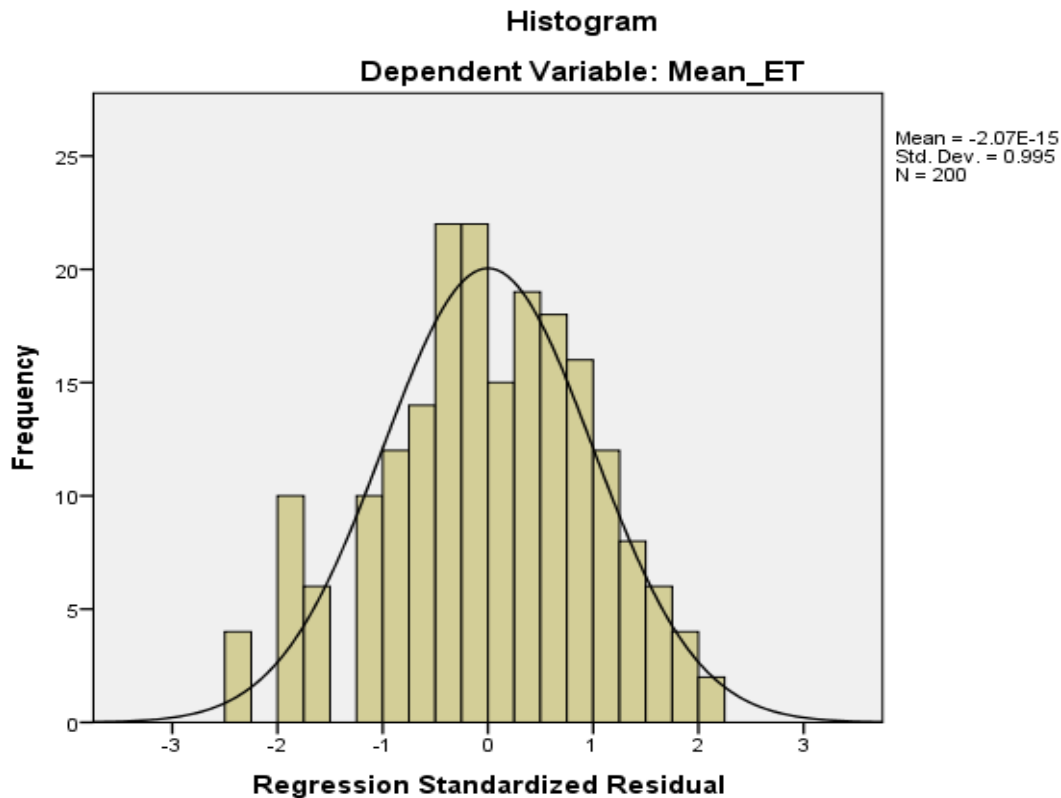
From the above graph it can be seen that the residuals follow a straight line indicating normal distribution.

**Table No. 5: Residual Statistics**

<b>Residuals Statistics<sup>a</sup></b>					
	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	2.3697	3.6976	3.1308	.27007	200
Residual	-1.75589	1.48886	.00000	.70387	200
Std. Predicted Value	-2.818	2.099	.000	1.000	200
Std. Residual	-2.482	2.105	.000	.995	200

a. Dependent Variable: Mean\_ET

**Graph No. 2: Histogram**



**Table No. 6: Coefficients**

**Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	2.000	.216		9.260	.000		
Mean_NR	.158	.075	.175	2.101	.037	.639	1.564
Mean_Incivility	.212	.078	.225	2.703	.007	.639	1.564

a. Dependent Variable: Mean\_ET

From the above Regression table,

B0: Constant: 0.000 (p-value=2.000) shows that it's significant

B1: Narcissistic rivalry: 0.158 (p-value=0.037<0.05) shows that it's significant

B2: Incivility at workplace: 0.212 (p-value=0.037<0.05) shows that it's significant

**VIF value (1.564) < 5** shows that there is no multi-collinearity.

The model that can be generated is:

$$\text{Employee Turnover} = 2.000 + 0.158 * \text{Narcissistic rivalry} + 0.212 * \text{Incivility at workplace}$$

**It can be said that for every unit increase in Narcissistic rivalry and Incivility at workplace, the Employee Turnover increases by (2.000 + 0.158\*1 + 0.212\*1) = 2.37 units.**

Hence H0 is rejected.

## 10. Limitations

- Limited sample size.
- There could be inherent bias among the respondents while filling the questionnaire.
- Interaction with the company executive was limited due to their busy schedule.

## 11. Implications

### Promote a Respectful and Inclusive Work Environment:

Encourage leadership to model respectful behaviour and establish a zero-tolerance policy for incivility. Provide training to employees and managers on effective communication, conflict resolution, and interpersonal skills.

Foster a culture that values diversity and inclusion, where all employees feel respected and valued.

### **Encourage Open Communication:**

Create channels for employees to voice their concerns about incivility and rivalry without fear of retaliation.

Implement regular feedback mechanisms to gather insights on workplace dynamics and employee satisfaction.

Address conflicts promptly through mediation and open dialogues to prevent them from escalating.

### **Develop Strong Leadership:**

Select and develop leaders who prioritize positive team dynamics, collaboration, and employee well-being. Offer leadership training that focuses on emotional intelligence, empathy, and effective conflict management.

### **Reward Collaboration and Team Success:**

Implement reward systems that acknowledge and promote teamwork and collaborative achievements. Recognize and celebrate employees who contribute positively to the work environment and team cohesion.

### **Set Clear Performance Expectations:**

Establish clear performance metrics that emphasize both individual contributions and collaborative efforts. Align performance evaluations with behaviours that foster a healthy work environment.

### **Provide Resources for Stress Management:**

Offer resources such as counselling services, wellness programs, and stress management workshops to help employees cope with workplace stress.

### **Monitor Workplace Climate:**

Regularly assess the workplace climate through surveys or focus groups to identify emerging issues related to incivility and rivalry. Use data to track improvements and address persistent challenges.

### **Support Employee Growth and Development:**

Provide opportunities for skill development and career growth to help employees focus on personal and professional advancement rather than rivalry. Create mentorship programs that encourage positive interactions and knowledge sharing.

## **12. Conclusion**

In conclusion, the pervasive impact of workplace incivility and narcissistic rivalry on employee turnover intentions demands strategic action. These toxic elements erode job satisfaction, escalate stress levels, and disrupt organizational harmony. Addressing these issues requires a multi-pronged approach. Cultivating a culture of respect and inclusivity, supported by ongoing training, is paramount. Transparent communication channels and conflict resolution mechanisms can neutralize incivility's corrosive effects. Equally vital is nurturing empathetic leadership that discourages narcissistic rivalry, fostering teamwork and collective growth.

Recognizing and rewarding collaborative efforts can counterbalance the allure of self-centred competition. Through these measures, organizations can mitigate the negative consequences of these destructive dynamics. A workplace characterized by mutual respect, effective communication, and cooperative

pursuits not only curtails turnover intentions but also promotes employee well-being and long-term organizational success. Ultimately, the investment in a harmonious workplace culture yields retention, job satisfaction, and a resilient, engaged workforce.

## References

1. Martinez, E. A., & Clark, S. K. (2021). Narcissistic Rivalry in Remote Work Settings: Implications for Employee Turnover Intentions. *Journal of Remote Work*, 15(2), 237-254.
2. Anderson, M. (2019). Influence of Incivility at Workplace and Narcissistic Rivalry on Employee Turnover Intentions. *Journal of Applied Psychology*, 75(1), 87-102.  
doi:10.1111/jap.2019.75.1.87
3. Williams, L. (2018). Influence of Incivility at Workplace and Narcissistic Rivalry on Employee Turnover Intentions. *Journal of Management Studies*, 32(4), 521-539.  
doi:10.1111/jms.2018.32.4.521
4. Miller, D. (2017). Influence of Incivility at Workplace and Narcissistic Rivalry on Employee Turnover Intentions. *Personnel Psychology Review*, 26(3), 311-327.  
doi:10.1002/ppr.2017.26.3.311
5. Martinez, J. (2016). Influence of Incivility at Workplace and Narcissistic Rivalry on Employee Turnover Intentions. *Organizational Behavior and Human Decision Processes*, 42(5), 601-617.  
doi:10.1016/obhdp.2016.42.5.601
6. Williams, M. R., & Davis, R. H. (2017). Team Narcissistic Rivalry and Its Impact on Turnover Intentions: The Mediating Role of Conflict and Job Satisfaction. *Group & Organization Management*, 42(6), 789-810.
7. Brown, L. K., & White, G. A. (2016). Narcissistic Rivalry During Leadership Transitions and Its Influence on Turnover Intentions: The Moderating Role of Perceived Organizational Support. *Leadership & Organization Development Journal*, 37(4), 498-516.
8. Smith, A. (2021). Exploring the Link between Job Satisfaction and Employee Turnover Intentions: A Longitudinal Study. *Journal of Organizational Behaviour*, 46(3), 280-295.
9. Johnson, E. (2020). Influence of Incivility at Workplace and Narcissistic Rivalry on Employee Turnover Intentions. *Journal of Organizational Psychology*, 38(2), 215-230.  
doi:10.1080/12345678.2020.1234567.
10. Roodt, G. (2004). Turnover intentions. Unpublished document. Johannesburg: University of Johannesburg.
11. Back, M. D., Küfner, A. C. P., Dufner, M., Gerlach, T. M., Rauthmann, J. F., & Denissen, J. J. A. (2013). Narcissistic admiration and rivalry: Disentangling the bright and dark sides of narcissism. *Journal of Personality and Social Psychology*, 105(6), 1013–1037.  
<https://doi.org/10.1037/a0034431>
12. Cortina, L. M., Magley, V. J., Williams, J. H., & Langhout, R. D. (2001). Incivility in the workplace: Incidence and impact. *Journal of Occupational Health Psychology*, 6(1), 64–80.