

Narcissistic Leadership Behaviour and Employee Alienation in Deposit Money Banks in Rivers State, Nigeria

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Abstract

This study investigated the relationship between narcissistic leadership behaviour and three dimensions of employee alienation (powerlessness, meaninglessness, and self estrangement) among staff of deposit money banks in Rivers State, Nigeria. The toxic leadership theory was adopted as the theoretical foundations in the study. It adopted the cross-sectional survey design. The study populations were 687 permanent employees from nineteen deposit money banks in Rivers state (CBN list of deposit money banks, 2021; Bank administration office, 2025) sample size of 248 was drawn using Krejcie & Morgan table on sample size determination. 248 copies of questionnaires were personally administered to respondents out of which 218 representing 88% were found valid for the analysis. All items on the questionnaire had a Cronbach Alpha threshold of 0.7 and above in the reliability test. Pearson Product Moment Correlation Co-efficient computed with the aid of Statistical Package for Social Science, version 26 was used for bivariate analyses. Narcissistic leadership behaviour is positively and significantly associated with measures of employee alienation (powerlessness meaninglessness and self-estrangement). This study concludes that the existence of Narcissistic behaviour in the workplace negatively influences employees' experience, relationship and perception of others in their organisations leading to their feeling of alienation. The study therefore recommends that the management of banks should focus on clearly defining work and relationship boundaries in the workplace, ensuring that employees are protected against narcissistic behaviour or actions targeted at exploiting or manipulating them within the context of the organisation.

Keywords: Narcissistic Leadership Behaviour, Employee Alienation, Powerlessness, Meaninglessness, Deposit Money Banks, Rivers State

Introduction

There is a growing incidence of toxic leadership in organisations across the world. This is clear from anecdotal evidence as well as research which suggest that one of every five leaders is toxic. The cancer of toxicity threatens the well being of both individuals and organisations. (Vanguard, 2016). Reports from Vanguard News papers stated that high employee turnover in banks in Nigeria are driven by toxic leadership behaviours and recommends that better leadership selection process should be adopted. Bank workers are faced with enormous challenges of maintaining high standard which leads to an excessive competition and demands from the workers. Superiors take advantages of lower positioned employees to meet up with what would be their own target and benefits, such exploit aggravates to alienation when employees begin to emotionally, behaviourally, verbally and cognitively disconnect or detach themselves from their responsibilities and duties. Frost (2023) identified toxicity as the dark side of personality, characterized as narcissism, aggressiveness, bullying and more. Raskin and Terry (1988) in their narcissistic personality Inventory identified core dimensions of narcissism as authority, exhibitionism, superiority, vanity, exploitativeness, entitlement and self-sufficiency, showing it as a grandiose sense of self, need for admiration, and lack of empathy.

The Nigerian banking sector is increasingly facing challenges related to leadership narcissism, a personality trait characterized by grandiosity, excessive self-interest, and a constant need for admiration. Narcissistic leaders often prioritize their own interest over those of others and the organisations they work for, disrupting workplace harmony and negatively impacting on overall productivity (Niaz, Saeed, Ikram, Niaz, Niaz & Rani, 2025). A narcissist can engage in counterproductive behaviours such as taking credit for others' work, spreading rumours, or sabotaging colleagues to maintain their sense of superiority. These behaviours not only affect workflows, but also create a toxic environment that diminishes trust and collaboration among employees (Niaz et al, 2025). To accomplish organisational objectives, individuals typically collaborate with one another. When more than two people are meant to work in the same space, there needs to be some kind of management policies or system in place in order to get the job done. Because of the importance of personnel, it is imperative that leaders and workers possess the skills necessary to guide and inspire people, not to have a detrimental impact on employees, co-workers and the work environment (Akinyele & Chen, 2024). Researchers assert that such detrimental effect includes reduced productivity, poor performance and withdrawal from responsibilities which is also termed as alienation.

According to Kanungo (1979) alienation is the separation of a person from other component of his environment. Alienation occurs when employee perceive that the work environment is personally detrimental to their needs, values and sense of organisational well-being. Kurdi (2018) describes alienation as a feeling of detachment and the lack of placement within a context. It demonstrates the lack of meaningfulness in roles and relationship with others in the organisation. Alienation, as Cetinkaya and Karayel (2019) observed, reflects workers loss of value and placement in the organisation; thus, affecting their levels of effectiveness, performance and productivity. According to the Gallup State of the Global Workplace study, employees who are alienated at work cost the world economy \$7.8 trillion in lost output (Barr, 2022). Thus, organisations with alienated workers tend to operate or function below their actual potentials, struggling constantly to meet with organisational goals, and also lagging in competitiveness and often performing below standards.

The problem of alienation is such that Kurdi (2018) identified as worsened by the disposition of management to the workers, as well as management's readiness to exploit, take advantage of and even abuse their powers over the workers condition. More so, when workers are unable to trust their own co-workers, especially when conditions of work allow for back-biting, sycophancy, rumour mongering and character-defamation as a way of getting on the good-books of superiors, the workplace becomes toxic and as such could have degenerating effects on the workers sense of belongingness as members of the organisation.

Alienation of employees working in the bank can be expressed through feeling disconnected from the bank's goals and mission, ignored by one's colleagues, experiencing a lack of pride in the job, feeling powerless in decision making, facing discrimination or harassment in the workplace, lack of enthusiasm about going to work, decrease in job satisfaction, a loss of motivation regarding overall negative emotions stemming from a feeling of incompatibility with individuals, work and the organisation (Damar & Celik, 2017). These feelings makes employees to lack interest and creativity about their work, feel powerless, meaningless and estranged for not being able to address issues of pressure and toxins from leaders, superiors, co-workers and customers in the bank.

While studies exist in Western contexts, empirical evidence from the Nigerian banking sector remains scarce, hence this research emphasized on the investigation of the relationship between the variables, within the specified context.

Conceptual Framework

In order to pursue with clarity and precision the purpose of the study, the conceptual framework in figure 1 depicts Narcissistic leadership Behaviour as the independent variable which was measured as a one-dimensional construct

and employee alienation as the dependent variable which was measured with powerlessness, meaninglessness and self-estrangement.

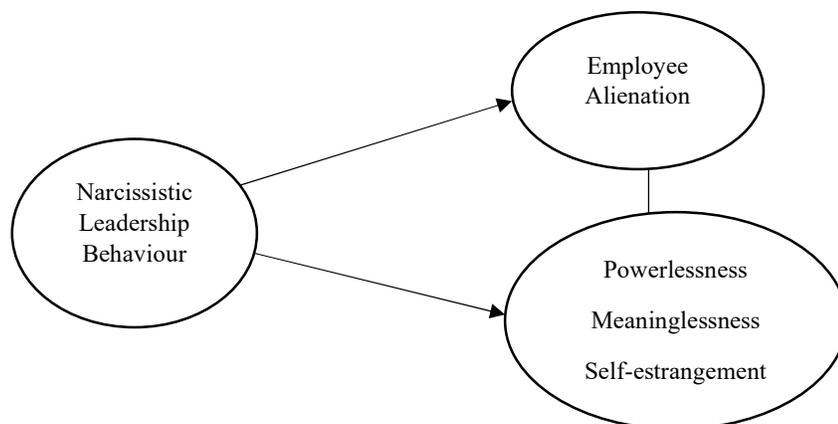


Figure 1: Conceptual Framework of Narcissistic Leadership Behaviour and Employee Alienation of deposit money banks in Rivers State, Nigeria.

Source: Researcher's Conceptualization from Review of Related Literature, 2025.

Objectives of the study

The following are the objective this study intends to seek:

- (i) To examine the relationship between Narcissistic leadership behaviour and employee powerlessness in deposit money banks in Rivers State, Nigeria.
- (ii) To examine the relationship between Narcissistic leadership behaviour and employee meaninglessness in deposit money banks in Rivers State, Nigeria,
- (iii) To examine the relationship between Narcissistic leadership behaviour and employee self-estrangement in deposit money banks in Rivers State, Nigeria.

Research Questions

The following research questions were put in line with addressing the relationship between narcissistic leadership behaviour and employee alienation. These are stated as follows:

- i. What is the relationship between Narcissistic leadership behaviour and employee powerlessness in deposit money banks in Rivers State, Nigeria?
- ii. What is the relationship between Narcissistic leadership behaviour and employee meaninglessness in deposit money banks in Rivers State, Nigeria?
- iii. What is the relationship between Narcissistic leadership behaviour and employee self-estrangement in deposit money banks in Rivers State, Nigeria?

Research Hypotheses

The following hypotheses are stated:

- HO₁:** There is no significant relationship between narcissistic leadership behaviour and powerlessness in deposit money banks in Rivers State, Nigeria.
- HO₂:** There is no significant relationship between narcissistic leadership behaviour and meaninglessness in deposit money banks in Rivers State, Nigeria.
- HO₃:** There is no significant relationship between narcissistic leadership behaviour and self-estrangement in deposit money banks in Rivers State, Nigeria.

Conceptual Review

Theoretical Framework

The Toxic Leadership Theory (TLT) was first introduced by political scientist Marcia Lynn Whicker in her 1996 book, *Toxic Leaders: When Organisations Go Bad*. The term was later popularized and further developed by American academic Jean Lipman-Blumen, especially in her 2005 book, *The Allure of Toxic Leaders: Why We Follow Destructive Bosses and Corrupt Politicians and How We Can Survive Them*. Lipman-Blumen (2010) described this theory as a process which leaders, by dint of their destructive behaviour and/or dysfunctional personal characteristics inflict serious and enduring harms on their followers, their organisations and non-followers alike. The theory explains how leaders with narcissistic, manipulative, or self-centered behaviours create a harmful work environment. Narcissistic leaders often seek admiration, lack empathy, micromanage and control take credits and shift blames. (Akineyele & Chen, 2024). This behaviour create a toxic climate which leads to job dissatisfaction, emotional exhaustion, employee turnover, and employee alienation in the deposit money banks in Nigeria.

Narcissistic Leadership Behaviour

This variable describes actions or attitudes that are self-glorifying and overly focused on self-interest. Frost (2003) delineates narcissistic leadership behaviour as a behaviour which solely looks out for the self and holds a high admiration for self. Robbins, Judge and Vohra (2019) describes narcissist as a person who has a grandiose sense of self-importance, require excessive admiration, and is arrogant. A narcissist often has fantasies of grand success, a tendency to exploit situations and people, a sense of entitlement, and a lack of empathy. Frost (2003) postulates that, a narcissist tends to be very manipulative, seeking out vulnerable and gullible individuals within the workplace to exploit. Such exploitations can be in the form of shifting responsibilities or taking advantage of opportunities meant for others. As a feature of the workplace, it is toxic and strains relationships. Gilbert et al (2012) suggested that narcissism provided a basis for toxicity within the organisations because everything centers on them, their excessive self focus precluded an extension of self on behalf of others, and encouraged “winning” at all possible expense.

Frost (2003) posits that a narcissist identifies him/herself as superior to others. This is to say they often have a condescending view of others and tend to be ready to exploit and manipulate others just to achieve their own goals and desires. Campbell and Baumeister (2006) asserts that people with such behaviour has a Narcissistic personality disorder (NPD) which is one of the group of cluster B disorders that also includes antisocial, histrionic, and borderline. The NPD includes three elements: an inflated view of the self, a lack of warmth or empathy in relationships, and the use of a variety of strategies for maintaining the inflated self-views. Robbins et al (2019) classified a narcissist as a dark side of personality which he termed as: *The Dark Triad*.

Employee Alienation

The modern use of alienation as the feeling of separation or estrangement in the context of social relations and society came into practice during the 19th and 20th centuries, with the advent of theories of alienation by Georg Hegel, Ludwig Feuerbach and Karl Marx who approached the concept from philosophic, religious and economic perspectives respectively (Morrison, 1995). Researchers have given meaning to alienation in description of contemporary and modern day phenomenon such as the definition of Dipietro and Pizam (2008) which asserts that alienation is a cognitive sense of separation from work and the workplace, which reflected in a lack of job involvement and organisational identification. Matheson (2007) defined alienation as a condition of psychological detachment from work. To alienate is to experience a lack of connection or disconnection, detachment, aloofness, separation, removal or distancing of self from a situation or target (Dipietro & Pizam, 2008). Ghaleb (2024) defined alienation as an individual loss of faith in their environment and self, which manifests as a disorder leading to profound loneliness and hopelessness. He further explained that alienation occurs at the workplace with consequential effects on the organisation, because it makes employees unable to meet their social needs. Reinsberg, stubbs and Bujnoch (2023) assert that alienation problem, especially

depression and feelings of worthlessness, are common in workplaces, and it's a situation that causes both institutional and personal negativities. Martela (2023) posits that alienation within the organisation reduces the motivation of employees and causes a shift from work psychologically. It also leads to results or outcomes such as employee dissatisfaction, absenteeism, low commitment, low productivity and high workforce turnover.

Shah (2015) posits that alienation is a state in which a person feels one-self alone, estranged, worthless and meaningless. Kanungo's (1992) cited in Sarros, et al (2003) definition of alienation emphasizes the psychological or motivational aspect of alienation, not the structural or technological condition that separate workers from their work. Damar and Celik (2017) assert that the term alienation is a psychological withdrawal, emotional dissonance, feeling of weakness, negatively effective experiences and low level of efficacy.

Measures of Employee Alienation

Powerlessness

Powerlessness describes the extent to which the employee experiences a lack of control over their situation or condition (Kurdi, 2018). Sarros, et al (2003) assert powerlessness can be measured with a lack of job autonomy and participation, workers lack freedom to exercise control over issues that concerns them and their work activities. Employees' inability to address the system or their circumstances deprives them of their rights to address issues that hurt them. This way they feel worthless and lose their self-esteem or confidence. According Ghaleb (2024) powerlessness is a state of bad mood in which individuals are unable to carry out organisational activities or make contributions in the organisation or decisions on their own. It is also expressed in an employee's lack of control over organisational policies and working condition.

Meaninglessness

This measure refers to the employees feeling of disenchantment with their work and with the organisation. Seeman cited in Tummer et al (2015) argues that meaninglessness occurs when a person cannot comprehend the events in which he or she is involved. In a work environment, meaninglessness arises when employees feel disenchanting with their work, their lack of meaning points to their emotional disengagement with their work, hence a lack of satisfaction and commitment to their roles (Vinokurov & Kozhina, 2020). Seeman cited in Sarros et al (2003) described meaninglessness as the inability to comprehend the relationship of one's contributions to a larger purpose.

Self-Estrangement

Third measure of alienation describes the worker or employee's loss of self and their lack of placement in the organisation. It describes a condition in which workers no longer consider themselves as part of the organisation and that way, tend to act or behave in ways that often do not conform to the norms and beliefs of the organisation (Kurdi, 2018). O'Donohue and Nelson (2014) assert that self-estrangement is a detachment of sense of identity or personal fulfillment. The effects of loneliness and isolation may culminate in estrangement in respect to both personal and social identities. The effects of estrangement deprive us from being with other people.

Empirical Review of Narcissistic Behaviour and Employee Alienation

Arubayi (2023) studied workplace toxicity and employee performance of manufacturing Firm in the Niger Delta Region of Nigeria. His findings indicated that there is a significant relationship between narcissistic behaviour, harassment, offensive/aggressive leadership, ostracism, bullying and employees performance. With inference from this study and others, it is evident that toxic behaviours are present in Nigerian organisations and are negatively associated with employee well being. In addition to empirical findings, my study provided evidence of the negative impact of narcissism in the banking sector.

Niaz, et al (2025) investigates the effect of employee narcissism on workplace performance with a mediating variable of supervisor support. Data was collected from 250 nurses in Rawalpindi's public healthcare sector in

Pakistan. The result revealed that narcissistic tendencies among employees reduce overall job performance, contributing to workplace conflicts and decreased teamwork. However the support of supervisors weakens this negative relationship by fostering a structured, fair, and motivational work environment. In other words it highlighted a critical role of leadership in managing workplace narcissism to maintain productivity and organisational harmony. The mediating factor of leadership support for employee performance as against the effect of narcissistic leadership behaviour on employee alienation indicated the essence of the importance of leadership impact on employees in organisation across the globe.

Tummer and Dulk (2013) studied the effect of work alienation on organisational commitment, work effort and work-to-family enrichment of 790 Midwives in Netherlands. Findings indicate that (i) Work alienation (powerlessness and meaninglessness) influence organisational commitment, work effort and – to a lesser extent work to family enrichment (ii) High work meaninglessness, has a negative effect on these outcomes. This study further validates the dangers of alienation in the organisation and supports the findings of my study in proving that alienation, if not mitigated or avoided in work environment especially in deposit money banks, would lead to employee poor morale, productivity and turnover.

Methodology

This research was structured as an explanatory study as it builds on identifying the effect of Narcissistic leadership behaviour on outcomes of employee alienation. As such its intent supports the adoption of the positivism philosophy and a deterministic approach toward the investigation of the relationship between the variables. The researcher utilised the cross-sectional survey as the research design for this investigation. The accessible population for this research was made up of six hundred and eighty-seven (687) permanent employees (CBN list of deposit money bank 2021; bank administration office 2023) who are involved in routine duties from Deposit Money Banks in Rivers State, Nigeria. The study in this vein focused on the main branches of the 19 deposit money banks with national and international licence in Rivers State, Nigeria. The Krejcie and Morgan sample size determination table was adopted. The sample size was determined by matching the given population of 687 employees to the corresponding number of 248 on the Krejcie and Morgan’s table. The Bourley’s 1964 Proportionate Allocation Formula cited in Abur and Iyoho (2018) was used to ascertain the proportionate distribution of the sample sizes in accordance with the main branches of the 19 Deposit Money Banks in Rivers State. The applied sample distribution method gives each bank an equal percentage of the number of questionnaires to be administered. Test of normality and necessary reliability and validity tests were performed to explain the trustworthiness of the measurement instruments. Data generated from the copies of the questionnaire were analysed using frequency tables, percentage, mean and standard deviation. In testing the hypotheses, the Pearson Product Moment Correlation Coefficient was used

Table 1: Distribution for questionnaire administration and retrieval

S/N	Deposit money banks	Distributed Copies	Retrieved Copies	Usable Copies
1	Access Bank Nigeria	15	15	9
2	Fidelity Bank Nigeria	13	13	13
3	FCMB Bank Nigeria	14	14	10
4	First Bank Nigeria	17	17	17
5	Guaranty Bank	16	16	12
6	Union Bank	10	8	7
7	UBA Bank Nigeria	13	13	13
8	Zenith Bank Nigeria	21	21	16
9	Citibank Nigeria	10	10	10
10	EcoBank Nigeria	12	9	8
11	Heritage Bank Nigeria	11	11	11
12	Keystone Bank Nigeria	12	12	12

13	Polaris Bank Nigeria	10	10	10
14	Stanbic IBTC Bank Nigeria	13	13	13
15	Standard Chartered Bank Nigeria	12	12	12
16	Sterling Bank Nigeria	14	11	11
17	Titan Trust Bank Nigeria	10	10	10
18	Unity Bank Nigeria	11	11	11
19	Wema Bank Nigeria	14	13	13
	Total	248	239	218

Source: Research Data, 2025.

In line with the outcome presented in table 1, it is affirmed that 21 copies of the questionnaire were invalid while 218 (88%) copies of the questionnaire were considered as suitable for the analysis in this study.

Table 2: Cronbach Alpha Reliability Test Results of Valid Questionnaire

Variables	Measures	No. of Items	Alpha Values
Narcissistic Behaviour		5	0.848
Employee alienation	Powerlessness	5	0.895
	Meaninglessness	5	0.859
	Self-Estrangement	5	0.850

Source: Research Data, 2025

Table 3: Correlation of Narcissistic Leadership Behaviour and the Measures of Employee Alienation

		Narcissistic Behaviour	Powerlessness	Meaninglessness	Self-Estrangement
Narcissistic Behaviour	Pearson Correlation	1	.851**	.748**	.874**
	Sig. (2-tailed)		.000	.000	.000
	N	218	218	218	218
Powerlessness	Pearson Correlation	.851**	1	.839**	.873**
	Sig. (2-tailed)	.000		.000	.000
	N	218	218	218	218
Meaninglessness	Pearson Correlation	.748**	.839**	1	.886**
	Sig. (2-tailed)	.000	.000		.000
	N	218	218	218	218
Self-Estrangement	Pearson Correlation	.874**	.873**	.886**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	218	218	218	218

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

Source: SPSS Output version 26, 2025

Table 3 illustrates the result on the test on the relationship between narcissistic leadership behaviour and the measures of employee alienation. Results from the analysis show that NLB significantly impacts on the outcomes of powerlessness (R = 0.851 and P = 0.000), meaninglessness (R = 0.748 and P = 0.000) and self-estrangement (R = 0.874 and P = 0.000). The evidence from the analysis thus demonstrates the significance of NLB in predicting employee alienation. Thus related null hypothetical statements earlier postulated are rejected as the results show as follows:

H₁: There is a significant relationship between Narcissistic leadership behaviour and employee powerlessness in deposit money banks in Rivers State, Nigeria

H₂: There is a significant relationship between Narcissistic leadership behaviour and employee meaningfulness in deposit money banks in Rivers State, Nigeria

H₃: There is a significant relationship between Narcissistic leadership behaviour and employee self-estrangement in deposit money banks in Rivers State, Nigeria.

Results

From 248 (100%) copies distributed, only 239 (96%) copies were successfully recovered. 21(9%) copies of the questionnaire were invalid while 218 (88%) copies of the questionnaire were considered as suitable for the analysis in this study. The distribution for the gender characteristics result shows that majority of the participants are female with a frequency of 111 (51%) while the male have a frequency of 107 (49%). The distribution for the marital status characteristic identifies the category for married participants as having the highest and more dominant frequency distribution of 126 (57%) followed by the distribution for single participants which is observed to have a frequency of 71 (33%) and finally the frequency distribution for the category of participants that fall within the separated category with a frequency of (10%). The evidence on the distribution for the age characteristic shows that a higher proportion of the participants in the sample are between the ages of 30 - 39 years with a frequency of 122 (56%), followed by the distribution for participants between the ages 20 - 29 years with a frequency of 48 (22%) and then the category for participants between the ages of 40 - 49 (20%), while the least category is that of participants who are either 50 years or above with a frequency of 5 (2%). The distribution demonstrates prominent features of the sample in terms of dominant age categories, suggesting that a good number of the workers in the deposit money banks in Nigeria are between the ages of 30 - 39 years. The result for the distribution for the educational qualification characteristic shows that most of the participants have acquired post-graduate degrees with a frequency of 104 (48%) followed by the category for bachelor's degree with a frequency of 103 (47%) while the category for participants with diploma is observed to have the lowest frequency at 11 (5%). The distribution for the study showed that while the category for post-graduate qualifications could be considered as being the most dominant, the difference between the category and that of the bachelor's degree is however low.

Discussion of Findings

Narcissistic Leadership Behaviour and Employee Alienation

This study finds narcissistic leadership behaviour and employee alienation as highly evident in DMBs in Rivers State. The bivariate analysis test between narcissistic leadership behaviour and employee alienation shows significant results, implying that NLB is a correlate of employee alienation and significantly impacts on the employee's psychological attachment to work and toward other employees who demonstrate or practice such behaviour.

The significant relationship between narcissistic leadership behaviour and employee alienation as evidenced in the correlational analysis of this study demonstrates that attitudes of narcissist such as arrogance, feeling too important, feeling entitled, being manipulative, and lacking empathy are psychological components of a toxic behaviour which negatively impacts on employees. Such behaviours are reported to be common, intense and energy consuming negative emotions that separate individuals from their jobs, co-workers, and the workplace (Maitlis, 2008; Frost, 2003). This therefore, means that the existence of narcissism in the workplace contributes to the employee's feeling of detachment from work activities and from significant others in the organisation. The effects thereof are the inability of the employee to psychologically or mentally and physically perform tasks and relate with others to their full potentials in the organisation. Employees who are exposed to toxic behaviour from a narcissist demonstrate alienation and even withdrawal behaviours outcomes, while employees who are exposed to behaviours that are accommodating, sympathetic, hospitable and inclusive would experience involvement and attachment toward work and others. The implication therefore, is that a decrease of NLB in workplaces would make employees to connect better to work and relate better with co-workers. This would also address the issues of feeling powerless, meaningless and self-estrangement in the workplace (Arubayi, 2023).

This view is in line with Sudha and Shahnawaz (2020) cited in Arubayi (2023), who believe that NLB is a personality disorder characterized by a strong need for power and self-love, based on its description of the destructive workplace behaviours of workers in the bank with a focus on the psychological component of arrogance, lack of empathy, taking advantage of positions, feeling entitled and important and taking advantage of vulnerable workers. The finding of this study also assents to Robbins et al (2019) assertion that a narcissist is someone who has a grandiose sense of self-importance, requires excessive admiration and is arrogant. Narcissists often have fantasies of grand success, a tendency to exploit situations and people, a sense of entitlement, and lack of empathy. Tastan (2017) in her study, reported that narcissism is a stressor on employees at all level, that toxic workplaces can become hostile work environment.

Practical Implication of Findings of this Study to Deposit Money Banks

Outcomes of this study on the relationship between narcissistic leadership behaviours and employee alienation provides management, policy makers and other member of deposit money banks insight into the importance and consequences of having toxic behaviours in workplaces and vice versa. The implications of employee alienation to banks are crucial to its effectiveness and competitiveness as empirical results of this study have shown. The empirical findings of this study are that permanent employees in the deposit money banks experience powerlessness, meaninglessness and self-estrangement moderately. This is consequent on the moderate evidence of the existence of toxicity in the workplace. It implies that the moderate significance between the study variable is responsible for employees' level of alienation.

The significant practical implications for both the individuals involved and the overall organisation to consider are: First, decreased job satisfaction: narcissistic leadership behaviour in the workplace is a negative act and can lead to a decrease in job satisfaction. Employees who feel alienated may become disengaged and unhappy with their work, which can ultimately impact their productivity and performance. Second, there would be higher turnover rates of effected staff in the bank. When employees experience toxic behaviours from their bosses, they may be more likely to leave the organisation. Alienated employees often seek opportunities elsewhere, leading to higher turnover rates. This can be costly for banks in terms of recruiting, hiring, and training new employees, as well as the potential loss of valuable talent and institutional knowledge gained overtime. Third, there would be reduced productivity and teamwork in the banks. Alienated workers may feel demotivated and disconnect from their work and colleagues. This can result in decreased productivity and poor teamwork as individuals may be less inclined to collaborate or contribute effectively to group projects.

Conclusion and Recommendations

Finding confirms that managerial narcissistic leadership behaviour traits are significantly associated with higher levels of employee powerlessness, meaninglessness, and self-estrangement. Therefore, deposit money banks in Rivers State should incorporate validated personality assessment in leadership selection and promotion processes and organize regular employee engagement surveys. In line with the research questions raised earlier, this study concludes that: an understanding of the benefits that a friendly and conducive work environment offers is imperative. This study, concludes that, Narcissistic leadership behaviour predict and influence employee alienation (powerlessness, meaninglessness and self estrangement). Such behaviour is characterized with less empathy, arrogance, less inclined to forgive, more furious and impulsive, as leaders and co-worker exact this qualities in their job it leads to stress and anxiety thereby causing a drain on psychological, physical and mental strength of the employees working in the organisation. For example, if the workplace is void of toxic behaviours, it would reduce employees' feeling of depression, stress, anxiety, powerlessness, meaninglessness and self-estrangement and boost connectivity, involvements, collaboration, self-confidence, and psychological safety in the workplace. Based on the results and conclusions, this study recommends that the management of banks should focus on clearly defining work and relationship boundaries in the workplace, ensuring that employees are protected against narcissistic behaviour or actions targeted at exploiting or manipulating them within the context of the organisation.

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