The role of narcissistic leadership in the effect of internal marketing on creative employee performance

İçsel pazarlamanın yaratıcı çalışan performansı üzerindeki etkisinde narsist liderliğin rolü

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Abstract

This study investigates the effect of internal marketing practices on creative employee performance and the role of narcissistic leadership in this interaction. In this context, a survey study was conducted with hotel, restaurant, and cafe (Horeca) employees, where internal marketing practices were intensively applied. According to the analysis results, it is found that internal marketing practices positively affected creative employee performance, internal marketing practices hurt narcissistic leadership, and narcissistic leadership negatively affected creative employee performance. In addition, it was found that narcissistic leadership partially mediated internal marketing and creative employee performance.

Keywords: Internal Marketing, Creative Employee Performance, Narcissistic Leadership

Jel Codes: C12, M12, M31

Öz

Bu çalışmanın amacı, içsel pazarlama uygulamalarının yaratıcı çalışan performansına etkisini ve bu etkileşimde narsist liderliğin rolünü araştırmaktır. Bu kapsamda içsel pazarlama uygulamaların yoğun bir şeklide uygulandığı otel, restoran ve cafe (HORECA) çalışanlarıyla anket çalışması gerçekleştirilmiştir. Analiz sonuçlarına göre içsel pazarlama uygulamalarının yaratıcı çalışan performansını pozitif yönde etkilediği, içsel pazarlama uygulamalarının narsist liderlik üzerinde negatif yönlü bir etkisinin olduğu ve narsist liderliğin ise yaratıcı çalışan performansını negatif yönde etkilediği bulgularına ulaşılmıştır. Ayrıca narsist liderliğin içsel pazarlama ile yaratıcı çalışan performansı arasında kısmi aracılık rolü olduğu bulgusuna ulaşılmıştır.

Anahtar Kelimeler: İçsel Pazarlama, Yaratıcı Çalışan Performansı, Narsist Liderlik

Jel Kodları: C12, M12, M31

Introduction

Considering the developments in the world, a business that does not consider the expectations of its customers is not likely to be successful. For companies to meet their customers' expectations, the necessity of satisfying the employees first forms the basis of internal marketing. Internal marketing is a system that penetrates the entire organization's business processes beyond being a department within the enterprise (Ene, 2013). Internal marketing is an approach that has been put forward for all employees from the lowest level to the highest level of a business to act by the goals and interests of the business. This approach aims to increase the workforce's quality, increase their motivation, and increase the satisfaction of the customers whom the company serves, thanks to the work products that will meet the needs of the employees (Erginöz, 2019).

Internal marketing activities affect employees in many ways. Studies in this field have revealed the positive effect of internal marketing on issues such as internal customer satisfaction (Toksarı, 2012), employee competence (Eren and Onat, 2018), organizational commitment, and emotional commitment (Candan and Çekmecioğlu, 2009; Tepe 2019), job satisfaction, organizational commitment and organizational justice (Özçiftçi, 2018; Şenol and Öngel, 2019; Yıldız, 2011;) and business performance (Saad, Ahmed and Rafiq, 2002; Türköz, 2006). The studies of Buchko, Weinzimmer and Sergeyev (1998), Rafiq and Pervaiz (2000), Chiu, Won and Bae (2019), and Can (2020), who examined the effects of internal marketing, revealed that the concept was related to creative employee performance and positively affected it.

Creativity is defined as the production of new and valuable ideas. It is an essential concept in the emergence of the employees' creative ideas in businesses (Amabile, 1983). Due to the importance of the human element, this concept emerges as a phenomenon that every organization should focus on sensitively (İraz and Akgün, 2011).

Narcissistic leaders are people who see others as worthless, inflated, and have an ambitious tendency to self (Rauthmann, 2012). In this respect, narcissistic leaders can cause the deterioration of the organizational climate (Duchon and Drake, 2009). This deterioration causes stress in employees and causes them not to enjoy their work (Tepper, 2007). Furthermore, since narcissistic leaders tend to deceive and threaten their followers, Glad (2002) causes employees to exhibit deviant behaviours (Brunell, Staats, Barden and Hupp, 2011) and decrease their work performance (King, 2007). Based on these studies, it is thought that creative employee performance may also be related to narcissistic leadership.

Internal marketing is a management technique recommended to solve internal service efficiency problems, successful marketing approach implementation, and customer orientation (Varey and Lewis, 1999). As a result of internal marketing practices, it is seen that job participation, motivation, and job satisfaction increase, employee performance improves, and service quality increases (Ewing and Caruana, 1999). Internal marketing is based on the idea that internal relations between departments and processes in the organization will increase the quality and organizational performance, thus increasing the organization's appreciation of the target customer group (İnal and Toksarı, 2008).

Within the scope of the study, the question of whether internal marketing practices affect creative employee performance and what role narcissistic leadership plays in the relationship between internal marketing practices and creative employee performance was sought. It is understood that the relationship between internal marketing and employee performance has been investigated in the literature, and its relationship with creative employee performance has not received enough attention. In addition, studies on leadership styles that directly affect employee performance show that positive leadership styles are generally the subject of studies. There are relatively few negative leadership studies, such as narcissistic leadership. It is thought that this study will contribute to the related literature since the role of the narcissistic leader in the creative employee performance of internal marketing, believed to have not received enough attention in the literature, is investigated.

Research subject concepts and hypotheses

Internal marketing

The concept of internal marketing, defined for the first time by Berry and Grönroos, was generally introduced in the 1980s due to the growth of the service industry (Barzoki and Ghujali, 2013; Candan and Çekmecelioğlu, 2009). Internal marketing is a management technique recommended to solve internal service efficiency problems, successful marketing approach implementation, and customer orientation (Varey and Lewis, 1999). Internal marketing is defined as employing talented employees to achieve external customer satisfaction by using internal communication and other motivating factors to

achieve organizational goals (Yapraklı and Özer, 2001). This activity is a process that includes training, motivating, and remuneration of employees so that they can provide service that will ensure customer satisfaction (Kotler, 2003). This process is not a stand-alone management function. Contrary, this process ensures that employees with more than one and different skills are actively involved in providing the service. Because cross-functional activities and the people who perform these activities significantly affect the final output. (Pervaiz and Rafiq, 2003). Internal marketing practices, generally seen in human resources management, marketing, tourism and hotel management, performance management, and health, are made for some purposes (Anosike and Ahmed, 2006). It can be said that the first of these purposes is providing external customer satisfaction (Varinli, 2008).

Similarly, the second purpose is to make employees accepted as internal customers and feel that the management does not remain indifferent to them and that their needs are considered. Because if employees, called internal customers, are satisfied, they will love their jobs and be more successful in solving customer needs. In this way, it will be possible to gain external customer satisfaction and loyalty by providing internal customer satisfaction (Uygun, Güner and Mete, 2018). The third purpose is to ensure that employees focus on the goals and interests of the business, regardless of the task and position they work from the lowest to the highest level (Yüksel, 2016). The fourth aim is to increase the quality of the workforce working within the enterprise and ensure the employed workforce's continuity. This purpose of internal marketing is of great importance in terms of having a long and sustainable life for the enterprise, considering the problems to be experienced in filling the place of the qualified workforce and the adaptation processes of the new employees in question (Erginöz, 2019). The fifth purpose, as a continuation of the purpose above, is to prevent the training cost from being spent on the new personnel who will join the organization and the decrease in the enterprise's production due to the inexperience of the new personnel. Therefore, the benefits of internal marketing to businesses can be listed under four main headings. These are organizational commitment, low employee turnover, increased service quality, and increased employee satisfaction (Opoku, Atuobı-Yiadom, Cathryn and Russell, 2009). It is also known that internal marketing affects employee motivation (Ahmed and Rafiq, 2002). Therefore, it can be said that the performance of employees with high job satisfaction and motivation can also increase.

Creative employee performance

The concept of creativity, which consists of the Latin word "creare", is equivalent to "kreativitaet, creativity" in Western languages. This word is used in the meaning "to create, to give birth, to bring into existence" (San, 2004). Creativity produces and reveals new and valuable ideas (Amabile, 1983). In other words, creativity is breaking the patterns, breaking the imposed line of thought, and going beyond the ordinary (Rıza, 2000). Craft (2003) defined creativity as a lifelong skill, capacity to use intelligence, and imagination (Karataş and Özcan, 2010).

The word "performance", which originates from the English word "performance", is defined as "success, the will and power to achieve any event or situation" in the dictionary of the Turkish Language Association. Since the concept of performance is multidimensional and has many factors affecting it, it is difficult to make a clear definition for performance (Akal, 2000). Performance is the level of the result achieved after an activity. This level shows how the task given in line with the objectives to be performed is fulfilled (Schermerhorn, Hunt and Osborn, 1985). Campbell, Mccloy, Oppler, and Sager (1993) expressed employee performance as the whole of the extent to which the person who does the job directly performs the task assigned to him, his ability to adapt to the requirements of the job, his productivity, his success, and his ethical approach to his career (Murphy and Clevaland, 1995).

According to Rafiq and Ahmed (2000), employee satisfaction is the first stage in internal marketing practices. Because, to satisfy customers, first of all, employees must be satisfied. If the creative performance of the satisfied employee is high, the productivity of the enterprises increases at that rate, and the quality of the work increases similarly. Many factors play a role in ensuring employee performance. High employee morale is one of these factors. This is possible by ensuring that the wages are at the desired level, the promotion system is made on time, the necessary reward and bonus mechanisms are working flawlessly, the social rights and opportunities are provided, and the employee's thoughts are engaging and sincere (İraz and Akgün, 2011).

Creative performance is the emergence of creative potential as behaviour (Cummings and Oldham, 1997), and most researchers believe there is potential for creativity and innovation in every single person. Creative performance increases when employee diversity is allowed when people with different abilities and experiences can exchange ideas and when the organization can involve creative people in organizational processes (Kanter, 1983). However, some creative personality traits may contradict

organizational norms. When they are not managed carefully and consciously, they can cause conflicts within the organisation's social structure or workgroup, which should not be ignored (McLean, 2005).

In the management literature, one of the theories that are frequently used to explain the relations between the employees' attitudes and behaviours towards the organization and work is the social exchange theory (Colquitt, Baer, Long and Halvorsen-Ganepola, 2014) because this theory provides a better understanding of interpersonal relations (Albayrak and Kırova, 2020). Social exchange theory, which is a social, psychological, and economic concept that concerns social exchanges or exchanges between individuals, suggests that the parties expect a reward for all the work they do and that there is a balance between what is received and what is given (Alada, 2020). Establishing social exchange treats the relations between people as a kind of resource exchange. Although this relationship is generally abstract, it includes behaviours such as valuing, honouring, respecting, and being considered (Wallace and Wolf, 2004). While dealing with such behaviours is considered a reward, being deprived of them will weaken and break relationships (Gonzalez, Coromina and Gali, 2018). According to Kassahun (2007), increasing employee performance depends on increasing efficiency and freedom in their work. Seçkin (2020), on the other hand, argues that a long-term and trust-based social exchange relationship between employees and the organization will increase creative employee performance. Witt (1991) stated that individuals with a high social exchange ideology show job performance outside their roles. Eisenberger, Armeli, Rexwinkel, Lynch and Rhoades (2001) stated that the main reason for this is that employees feel more indebted to the organization. Perceived social exchange can enable individuals to exhibit positive attitudes and behaviours towards work and the organization, thus increasing creativity and job performance (Aktaş and Asya, 2022; Pan, Sun and Lam, 2017; Shore, Tetrick, Lynch and Barksdale, 2006). Yıldız (2017) determined that social exchange mediates internal marketing practices and creative employee performance.

Studies show that workplace (leader/colleague) and non-workers (family/friends) support creativity, contribute independently to the creative performance of employees, and a positive mood makes a positive and meaningful contribution to creativity (Madjar, Oldham and Prat, 2002). Ekvall and Ryhammar (1999) defined the "creative climate" in their study and revealed the factors that determine the creative climate within the organization. Accordingly, leadership style, resources, workload pressure, values, and structural dimensions (order, planning, and clarity) directly or indirectly affect the creative climate. Leadership does not directly affect the creative climate. However, the leadership style generally affects the organizational climate and social relations, supporting creative performance. Leadership behaviour is thought to be effective in achieving business goals by affecting the performance of employees in the business (Rowe, Cannella, Rankin and Gorman, 2005). Based on the idea that internal marketing practices implemented by the organization will increase employee performance, the following hypothesis has been formed. How exactly is this idea formulated? Where is the theory that dictates this idea?

H₁: Internal marketing positively affects creative employee performance how this hypothesis is developed?

Narcissistic leadership

The origins of narcissism as a concept are based on the legend, which is transferred from Greek mythology, saying that a young man named Narcissus saw the reflection of his face on the surface of the water and fell in love with himself. Scientifically, the concept of "narcissism" was first used by Havelock Ellis in 1898 (Rosenthal and Pittinsky, 2006). When the word narcissism is analyzed etymologically, it is seen that it is related to the Greek word "narke", which means emotional bluntness or apathy (Geçtan, 2013). The narcissist is defined as the person who says "me first". Reference? Narcissistic people show an extreme love for the self-perception they create. Narcissistic people cannot feel a deep love for others because of their unreal and exaggerated self-perception, and it is almost impossible for them to establish warm friendships (Aboramadan, Turkmenoglu, Dahleez and Cicek, 2021; Çoban and İrmiş, 2018). Undoubtedly, one concept that has not lost its importance and has been handled in many different ways in every administration field since ancient times is the concept of leadership (Northouse, 2007). While some of the definitions related to the concept of leadership take into account the leader's characteristics, some focus on the leader's behaviour (Ivancevich and Matteson, 2002). Narcissistic leaders, who have the difficult challenge of changing the world, desire to be appreciated, not loved, and are influential in shaping societies. How is this sentence related to the previous one? For example, narcissistic leaders such as Napoléon Bonaparte, Mahatma Gandhi, and Franklin Delano Roosevelt have always been the ones who set and changed the agenda by dominating the military, religious, commercial, and political fields in societies (Maccoby, 2000). Internal marketing has begun to be seen as a strategy implementation tool and a part of change management. How is this sentence related to the previous one? With change management, a structural approach that enables

employees and units in the business to transition from their current situation to another, companies aim to improve the ability of employees to keep up with change. In order to achieve the stated goals, the plans and policies related to internal marketing can be spread to different application areas, and the influence of internal marketing within the organization can be expanded (Urk, 2015).

Narcissism is divided into two normal narcissism and pathological narcissism. Normal narcissism is the feeling of harmony with the individual himself/herself, his/her immediate environment, and other individuals around him/her and that he/she can meet the expectations of his/her environment (Rozenblatt, 2002). In other words, at an average level, the narcissist focuses on his/her views and thoughts and exaggerates his/her self-confidence, which does not decrease in the face of criticism or reactions from others (Akhtar, 1989). Although individuals with pathological narcissism behave in a completely confident and disregardful manner, they are entirely open to feed on the thoughts of others in the internal process. This situation indicates that these individuals do not trust themselves in their internal processes, contrary to their exaggerated confidence in their appearance and self-confident attitudes. The most critical point in pathological narcissism is that the individual is open to and needs external comments (Karaaziz and Erdem Atak, 2013). Pathologically narcissistic people are over-self-centred and constantly expect appreciation and approval from others. Despite this, they are pretty indifferent to other people, unable to empathize, and have intense provocative tendencies towards those who have what they cannot have. They cannot feel emotional intensity towards the feelings of others (Kernberg, 1975). One point to remember is that although pathological narcissistic individuals seem confident and do not value the thoughts of others, the most crucial point they feed on is the thoughts of other people around them. Pathological narcissistic people are more aggressive than ordinary narcissistic people (Taştan, 2019).

Since most management research focuses on mutual expectations, social exchange theory is one of the most influential conceptual paradigms in organizational behaviour studies (Cropanzano and Mitchell, 2005). Economic, emotional, and social resources allocated by organizations for their employees will enable individuals to perform their job roles better (Saks, 2006) and ensure and encourage mutual relations to be carried out on a favourable basis. (Cropanzano, Anthony, Daniels and Hall, 2017: 11). According to the social exchange theory, this reciprocal relationship will lead individuals to more devotional behaviour towards their work and organization (Memon, Salleh, Baharom and Harun, 207), transforming them into more active individuals and making them more participatory and more social (Nord, 1973). Gouldner (1960) states that as a result of this exchange, individuals will show positive behaviours towards those who benefit them. Even if they do not, they will avoid harmful behaviours. Within the scope of social exchange theory, Homans (1961) states that since this situation is considered an exchange and individuals tend to avoid these punishments, it can effectively solve negativities such as authority and coercive power (Poloma, 1993).

Studies claim that when leaders have a more constructive and less destructive narcissistic personality, further relationships are found between their charisma and the psychological empowerment of their followers. Thus, it has been explained that charismatic and narcissistic leaders can encourage their employees' professional and moral development or lead to their collapse (Sosik, Chun and Zhu, 2013). Johnson (1994) stated that healthy narcissism increases self-esteem and enables people to accept their strengths and weaknesses, abilities, and limitations (McNeal, 2007). Higgs (2009) stated that researchers who study the positive benefits of narcissism on senior leaders developed the concept of "productive" and "destructive" narcissism and that "productive" narcissism in this framework is necessary and beneficial for an organization (Higgs, 2009). Nevicka (2018) stated that the most critical feature of leadership is that it is courageous, psychic, and progressive and that all the distinctive features of narcissistic individuals, such as unwavering trust, extroversion, sovereignty, and high self-esteem, are related to leadership. The beliefs of narcissists in their leadership abilities stem from their desire for a platform to demonstrate their status, power, and superior abilities.

In studies examining the effect of narcissism at the organizational level, its relationship with performance, efficiency, job satisfaction, motivation, and deviant behaviours in the workplace was determined (Atay, 2010). Narcissistic people prefer leadership positions because they have a high level of control, status, and success (Paunonen, Lönnqvist, Verkasalo, Leikas and Nissinen, 2006). The effect of narcissistic leaders on the social change of the developing business world is undeniable (Maccoby, 2000). Because people with narcissistic personality traits do not hesitate to take risks in achieving a goal, they are more prone to innovation and innovation (Smith and Webster, 2018). For narcissistic leaders, the desire for power and control is an unavoidable need. They want to gather power and power on the one hand primarily due to the belief that they can manage their subordinates better. Thus, according to them, more positive and productive results will emerge for the organization. On the other hand, a leader

equipped with high powers can be beneficial for institutions and organizations in making quick and effective decisions.

In contrast, decisions made by a single leader can pose a danger to institutions (Fuller, Galvin and Ashforth, 2018). In his study, Miller and Friesen (1984) investigated the relationships between narcissism and leadership. He stated that narcissistic personalities generally want to assume positions of authority and leadership due to the intense need for power and prestige and that individuals with these characteristics are frequently in senior leadership positions. Grijalva, Harms, Newman, Gaddis, and Fraley (2015) have argued that since the beginning of narcissism's long history as a psychological construct, it has been a critical component of leadership success. Braun (2017), in a literature study examining the organizational effects of leader narcissism, stated that narcissistic people generally target leadership positions and are found suitable by others for these positions. Considering the leadership roles with narcissism, studies have supported that there may be an opportunity related to various aspects of leadership (Davies and Davies, 2004; Galvin, Waldman and Balthazard, 2010; Harms, 2011).

H₂: Internal marketing negatively affects narcissistic leadership.

Narcissistic leaders have bold visions. They are quite capable of gaining loyal followers (Allio, 2007). These types of leaders do not establish long-term positive and sincere relationships. However, they develop good relationships to be popular and have high status in the short term (Buffardi and Campbell, 2008). Galvin et al. (2010) stated that narcissistic leaders are people with a vision that they emphasize, and this situation makes them perceived as more charismatic. The authors also declare that the factors of ambition, bravery, courage, risk-taking, and self-confidence associated with narcissism are essential in influencing others. This effect can be a pioneer in the effectiveness of leaders. For narcissistic leaders, the desire for power and control is an unavoidable need. They want to gather strength and power, on the one hand, mainly because they believe they can manage their subordinates better. Thus, according to them, more positive and productive results will emerge for the organization. A leader equipped with high powers can be beneficial for institutions and organizations in making quick and effective decisions. In contrast, decisions made by a single leader can pose a danger to institutions (Fuller, Galvin and Ashforth, 2018). Narcissistic leaders' healthy and unhealthy personality traits are essential for organizational change. This power can cause organizations to achieve unprecedented success. On the other hand, it can also lead to failures, as narcissists' grandiose self-view may prevent them from evaluating their decisions realistically, causing them to take risks (Campbell, Goodie & Foster, 2004).

Young-Ybarra and Wiersema (1999) stated that organizational structure and trust behaviour are essential in social exchange theory and that shared values and reputation constitute a source of trust. According to the social exchange theory, there is no evaluation or bargaining before the relationship starts because the relationship's main thing is the parties' trust. However, there is a risk that the parties may not receive the expected response in this relationship (Blau, 1986). To et al. (2018) stated that if directors do not create an environment that will enable them to evaluate risks correctly, employees will not exhibit the high performance expected from them. Kassahun (2007) stated that management practices within the scope of social exchange, and O'Boyle et al. (2012) stated that harmful workplace leadership attitudes negatively affect employees' work performance.

In their study, Rosenthal and Pittinsky (2006) and Owens, Walker and Waldman (2015) claimed that narcissistic and leader modesty interaction is associated with leader effectiveness, follower engagement, and performance perceptions. In their study, Gürer and Çiftçi (2019) found a positive relationship between narcissism and job satisfaction and employee performance. When the studies conducted in recent years are examined, it is seen that narcissistic leaders affect the organization they are in both positively and negatively. In studies addressing the positive aspects of narcissistic leaders, it is stated that successful leaders, just like narcissists, have high self-confidence, a high level of internal control, and can control the emotions of others (O'Reilly, Caldwell, Chatman, & Doerr, 2014). In general, researchers suggest that narcissism is associated with destructive leadership. Such leaders always expect special attention, see themselves as privileged, and abuse their power when they come to power. Leadership styles are often authoritarian (Padilla, Hogan and Kaiser, 2007). Narcissistic leaders also lack emotionally warm, interested, and loving relationships with others because they have an inflated and false self-consciousness (Twenge and Campbell, 2010). Based on this information, the hypothesis is as follows;

H₃: Narcissistic Leadership negatively affects creative employee performance.

Narcissistic leaders consider themselves very important and admire themselves. They exaggerate their success and are too busy dreaming of power and success. These leaders, who cannot handle criticism, do not favour compromise and compromise (Resick, Whitman, Weingarden and Hiller, 2009). These

characteristics cause many organisational negativities (McFarlin and Sweeney, 2000). According to the social exchange theory, individuals constantly do some favours to each other. The basic assumption of the theory is that those who do good will expect to be rewarded. Since the award recipient will continue to respond positively, this relationship will maintain its continuity (Lambe, Wittmann and Spekman, 2001). In cases where this expectation is not met, the other party may end the relationship with the feeling of bearing more costs (Guerrero, La Valley and Farinelli, 2008). A healthy social exchange relationship depends on organizational support (Shore et al. 2006). However, according to Chaurasia and Shukla (2014), even if the employees are provided with organizational social and economic resources, the relationship quality with their leaders will impact their performance. In other words, even if many practices support the employee in the organization, the leader's attitude toward the employees can play a decisive role in the performance. Examining the effects of narcissistic leaders on employees, Ghislieri, Cortese, Molino and Gatti (2019) revealed that these leaders caused a decrease in the level of finding their jobs meaningful in employees. In other words, these researchers found a negative relationship between narcissistic leadership and the significance of the work. It is possible for an employee who does not see his/her job as meaningful to experience some negative moods related to their job. Because the study of Zuckerman and O'Loughlin (2009) revealed that narcissists reduced employees' happiness levels, while the study of Hickmen, Watson, and Morris (1995) revealed that it reduced employees' hopes. This negative mood in employees is also expected to reflect on work and organisation negatively. Kopelman and Mullins (1992) found that these employees' general and job satisfaction decreased. Zengin (2019) found that these leaders caused employee silence. In other words, narcissistic leaders can cause employees to withdraw to their shells, carry out their jobs at a minimum level, and not reveal their talents and abilities. Narcissists can also hurt the performance of employees (Ballı and Koca Ballı, 2014). Narcissistic leaders are dominant characters and can harm many organizational outputs. They can prevent many practices the organization intends to realize or implement from reaching the desired outputs. In the light of this information, our hypothesis is as follows.

H_4: Narcissistic Leadership mediates the relationship between internal marketing practices and creative employee performance.

Method

The internal marketing approach is applied more intensively in the service sector, where internal and external customers interact, and the workforce is more active than in other industries (Varinli, 2008). For this reason, it was thought that it would be appropriate to research hotel, restaurant, and cafe employees, abbreviated as "Horeca". Before starting the study, research permission was obtained by the Scientific Research and Publication Ethics Committee of Muş Alparslan University, dated 30.09.2021-24606 and numbered 7. Within the scope of the study, a survey was conducted with 276 employees of the "Horeca" (Hotel-Restaurant-Cafe) operating in the province of Sinop. In this context, face-to-face surveys were conducted by visiting relevant places. In this study, attention has been paid to the principle of voluntariness. In addition, the participants were informed that they were not required to give their names, that their answers would be kept confidential, and that the data obtained would be processed collectively and used for scientific purposes. Therefore, the power analysis method was followed to decide the sample size (Faul, Erdfelder, Lang, & Buchner, 2007). For this purpose, G*Power v3.1.9.6 software was utilized to calculate the sample size based on statistical power. It has been assessed that a sample size of 188 was sufficient with a statistical power of 0.95. Since 276 individuals participated in this study, it was seen that the sample size was adequate according to the power analysis method. The data obtained as a result of the survey were analysed by the structural equation modelling (SEM) (Quintana and Maxwell, 1999) approach, frequently used to explain theoretical models in the field of social sciences. The primary purpose of preferring SEM is that this method allows for performing empirical studies in a statistically more advanced way (Iacobucci, Saldanha and Deng, 2007). The research model created in this study, which investigates the role of narcissistic leadership in internal marketing on creative employee performance, is as follows.
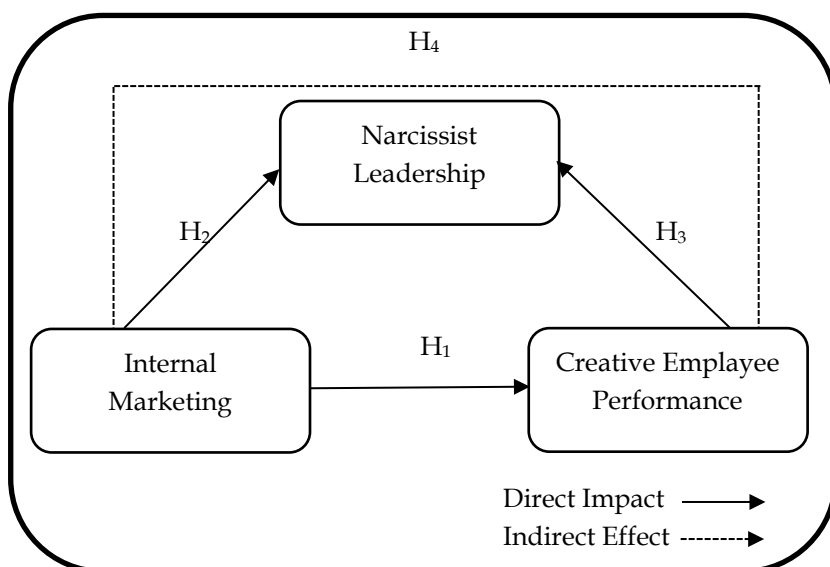
Figure 1. Research Model

The following scales were used in the research within the scope of the research model.

Measuring instruments

Internal Marketing Scale: Within the scope of the research, the internal marketing scale consisting of 15 items developed by Foreman and Money (1995) was used to measure internal marketing. The original scale consists of 15 items and three dimensions. However, the Turkish version of the scale was made by Candan and Çekmecelioğlu (2009), and its validity and reliability were ensured with a single dimension and 15 items. The researchers determined the KMO value of the scale questions to be 0.93 and the Cronbach's alpha value to be 0.95. The scale is a 5-point Likert type, and the scale intervals are "1- I strongly disagree; 5- I completely agree". Sample questions on the scale are: "This organization offers its employees a vision they can believe in," and "In this organization, great importance is placed on communication with employees, and the importance of communication is placed in the organization".

Creative Employee Performance Scale: A 7-item creative performance scale developed by George and Zhou (2001) was used to measure creative employee performance. The Turkish version of the scale was prepared by Çiçek and Çiçek (2020). In the study of George and Zhou (2001), the Cronbach's alpha value was found to be 0.96, the KMO value of the scale in the Turkish version was 0.921, and the significant Cronbach's alpha value was 0.952. The scale is a 5-point Likert type, and the scale intervals are "1- I strongly disagree; 5- I completely agree". Sample questions on the scale; "I suggest new ways to achieve goals and objectives", "I am a good source for creative ideas", and "I often have new approaches to problems".

Narcissistic Leadership Scale: Within the scope of the research, the Narcissistic Leadership Scale dimension of Afacan Fındıklı, Okan and Sığrı's (2019) Dark Leadership Scale was used to measure narcissistic leadership. The researchers determined that the KMO value of the scale questions was 0.961, and the significant Cronbach's alpha value was 0.993. There are five questions in total on the scale. In addition, the phrase "My Manager" has been added to the questionnaire form, which we think will contribute to the participant's understanding of the question. Sample questions on the scale; "He thinks he is a successful leader," "He sets an example for every event," and "He increases his oppressive attitude when plans do not develop as he wishes." The scale is a 5-point Likert type, and the scale intervals are "1- I strongly disagree; 5- I completely agree".

Measurement model

Before testing whether there is a significant relationship in the structural model created within the scope of the study, it was determined whether the data showed a normal distribution with the help of the SPSS 25 program. The distribution is considered normal since the skewness and kurtosis values of the data are in the range of ± 1.5. (Tabachnick, Fidel and Ullman, 2007).

For the reliability of scales, the Cronbach's α values of the scales should be within the accepted limits (0.70), scales should provide convergent and discriminant validity, and the fit values should be good. Factor loadings are expected to be greater than 0.50 and composite reliability (CR) greater than or equal

to 0.60. In addition, the correlation values between the variables should be smaller than the square root of the AVE values (Fornell and Larcker, 1981). The results obtained from the analysis carried out in this context are given in Table 1.

Table 1. Scale Factor and Reliability Results

Latent Factor/questions	Factor Loading	α	CR	AVE
Internal Marketing		0.969	0.969	0.676
IM1	0.783			
IM2	0.834			
IM3	0.790			
IM4	0.809			
IM5	0.819			
IM6	0.866			
IM7	0.824			
IM8	0.841			
IM9	0.785			
IM10	0.821			
IM11	0.793			
IM12	0.818			
IM13	0.847			
IM14	0.858			
IM15	0.838			
Creative Employee Performance		0.853	0.842	0.519
CEP3	0.602			
CEP4	0.727			
CEP5	0.785			
CEP6	0.769			
CEP7	0.703			
Narcissistic Leadership		0.812	0.823	0.550
NL2	0.876			
NL3	0.899			
NL4	0.543			
NL5	0.574			

The table shows that all variance estimation values (AVE) are 0.50 high. Composite reliability values (CR) are higher than 0.60, which is accepted as the limit value. It is understood that √AVE values are higher than the values of the scales. Goodness of fit values of the model: $\chi^2/df = 1.764$, RMSEA = 0.075, GFI = 0.904, AGFI = 0.908, TLI = 0.917, CFI = 0.925. It has been determined that all these values are within the accepted limits (Hu and Bentler, 1999). In the next step, the factor loadings of the scale items were examined. The item factor loadings of the scales used in the study should be higher than 0.50 (Hair et al., 2010). As a result of the factor analysis, "YCP1" and "YCP2" items of the Creative Employee Performance scale and the "NL1" item of the Narcissistic Leadership scale were excluded from the analysis as they did not meet this requirement. As a result of the factor analysis applied to the scales, the rate of explaining the total variance of the scales was 64.753%; KMO conformity criterion: 0.924; Bartlett's test of sphericityχ^2: 5,882,702; p =0,000. In addition, it is seen that Cronbach's alpha values, average variance estimation values (AVE), and composite reliability values (CR) of all scales are above the accepted limit values. As a result of all these values, the convergent and discriminant validity of the scales were provided. Based on these data, it was concluded that hypothesis tests could be done.

Findings

Demographic findings

Demographic data about the survey study participants are given in Table 2.

Table 2. Demographic Data

Categorical Variables		F	%
Age	18-25	20	7.2
	26-35	134	48.6
	36-45	110	39.9
	46-55	12	4,3
Gender	Male	198	71.7
	Female	78	28,3
Education Level	Primary Education	8	2.9
	High School	58	21.0
	Associate Degree	108	39.1
	Undergraduate Degree	102	37.0
Total Working Period	1-5	54	19.6
	6-10	92	33,3
	11-15	100	36.2
	16-20	26	9,4
	21+	4	1,4
	Total	276	100.0

As seen from the table, nearly half of the participants (48.6%) answered as they are between the ages of 26-35, and the majority (71.7%) are male. Although it is observed that the education level of the participants is high, it is understood that they are associate degree graduates with a maximum of 39.1%. According to the answer to the total working period, it has been determined that the participants have a working period of 11-15 years, with 36.2% of the total working time. The descriptive statistics are given in Table 1.

Table 3. Descriptive Statistics and Correlations

	Mean	SD	IM	CEP	NL
IM	3.9469	,829	**0.822**		
CEP	4,5990	,450	0,530***	**0.720**	
NL	3,0091	1,036	-0.165**	-0.283***	**0.742**

IM: Internal Marketing, **CEP:** Creative Employee Performance, **NL:** Narcissistic Leadership

The obtained data were analysed in the "maximum likelihood estimation" mode with the AMOS 24 program. For the research to be considered and evaluated as a whole, the values of the goodness of fit must be considered and within the desired limits. Although there are many opinions about which of the goodness-of-fit values should be used, values such as X^2/df, GFI, AGFI, RMSEA, NFI, and CFI are among the frequently referenced ones (Karacaoğlu, 2016). Fit indices obtained in the study are χ^2/df = 1.716, RMSEA = 0.072, GFI = 0.885, AGFI = 0.845, TLI = 0.912, CFI = 0.920, and these values are acceptable (Hu and Bentler, 1999). Since the fit values were provided within the scope of the established model, hypothesis tests were started, and the direct effect results related to the tests are given in Table 4.

Table 4. Direct Effect Results

Hypotheses	β	SE.	CR.	P	Conclusion
H₁ IM→ CEP	0.240	0.049	40.872	0.034	Accepted
H₂ IM→ NL	-0.256	0.143	-40.983	0.009	Accepted
H₃ NL→ CEP	-0.264	0.026	-30.576	0.012	Accepted

IM: Internal Marketing, **CWP:** Creative Employee Performance, **NL:** Narcissistic Leadership, ***p<0.001, **p<0.01, *p<0.05

As a result of the analysis, it was seen that internal marketing, which is the independent variable, has a positive and significant effect on the dependent variable creative employee performance (β=0.240; p<0.05). The "H1: Internal marketing positively affects creative employee performance" hypothesis **was accepted** based on this result. On the other hand, internal marketing, the independent variable, was observed to have a negative and significant effect on the mediating variable narcissistic leadership (β=-0.256; p<0.05). The "H2: Internal marketing affects narcissistic leadership negatively" hypothesis **was accepted** based on this result. It was observed that the mediating variable narcissistic leadership had a

negative and significant effect on the dependent variable creative employee performance (β=-0.264; p<0.05). Based on this result," the "H₃: Narcissistic Leadership Affects Creative Employee Performance" hypothesis **was accepted.**

In order to measure the mediation effect in the established model, the path suggested by Baron and Kenny (1986) was followed. According to Baron and Kenny (1986), to perform the mediation test in the established model, the hypotheses established between the dependent, independent, and mediator variables should be verified. Since this condition was met in the established model, it was decided to conduct a mediation analysis. Therefore, mediation analysis was performed using the bootstrap method and the sample size was chosen as 2000. Mediation test results are given in Table 5.

Table 5. Indirect Effect Analysis Result

Hypothesis	Direct Effect[1] β	Direct Effect[2] β	Indirect Effect β	Mediation Status
H4: IM➔ NL ➔ CEP	0.308**	0.240*	0.068*	Partial Mediation

[1]Before Adding the Mediator Variable; [2]After Adding the Mediator Variable; ***p<0.001

The mediator variable can show all or some of the relationships between the variables. When it reflects the whole relationship, it is called complete mediation; partial mediation is mentioned when it reflects a part. When the mediating variable is included in the established model in the analysis, if the relationship between the dependent variable and the independent variable becomes statistically insignificant, complete mediation is mentioned. If the relationship weakens, partial mediation is mentioned (Yılmaz and Dalbudak, 2018). When narcissistic leadership is added to the relationship between internal marketing and creative employee performance, which is the independent variable determined within the scope of the study, it is seen that the effect decreases (β=0.240; p<0.05). Based on this finding, it was seen that narcissistic leadership had a partial mediator role in the model. Therefore, the "H₄. Narcissistic Leadership mediates the relationship between internal marketing practices and creative employee performance" **hypothesis was accepted.**

Conclusion and discussion

It may be possible for organizations to cope with today's challenging conditions by meeting the demands and expectations of customers with a dynamic structure. However, customer satisfaction depends on the employees' satisfaction (İnal and Toksarı, 2008). One of the ways to ensure employee satisfaction is an internal marketing activity that requires the use of many factors that will provide communication and motivation within the organization (Yapraklı and Özer, 2001). Internal marketing activities are an issue that needs to be emphasized more in service enterprises, and research in this field has revealed the positive effects of internal marketing on organizations (Ergün and Boz, 2017). In this context, the research was conducted with the hotel, restaurant, and cafe employees from the service sectors in Sinop province. The results of the study investigating the role of narcissistic leaders in the effect of internal marketing on creative employee performance are as follows:

In this context, in the first hypothesis that we investigated the effect of internal marketing on creative employee performance, it was concluded that internal marketing positively affected creative employee performance. In other words, internal marketing increases the creative performance of employees. This result is consistent with the study of Buchko et al. (1998), which found that internal marketing increases employee creativity. It also overlaps with the findings of Ergün (2013), Can and Eskiler (2021), Beyaz, Güngör and Kılıçarslan (2021). Narcissistic leaders are happy with what they have, not what they produce. For this reason, they do not limit themselves and start being isolated daily from social environments (Campbell and Foster, 2007). Despite this isolation, narcissists' internal processes are fed by others' ideas (Karaaziz and Atak, 2013). Padilla et al. (2007) found that contextual and relational factors in the environment and work environment affect the emergence, increase, or decrease of narcissistic behaviours. The finding that internal marketing reduces narcissistic leadership behaviour within the research scope supports these researchers' results since internal marketing practices are organizational factors. Narcissists are energetic and creative people who feed on their egos and like themselves very much (Lasch, 2006:92). Due to these characteristics, they are accepted in organizations. However, as narcissism increases, these positive effects are replaced by harmful, destructive, and corrosive consequences (Cihangiroğlu, Teke, Uzuntarla and Uğrak, 2015). One of the questions to be answered in the research is how narcissistic leadership affects creative employee performance. The finding in this context is that narcissistic leadership reduces creative employee performance. According to Waples and Friedrich (2011), employee performance is closely related to leadership. In the literature,

Wallace, and Baumeister (2002), Goncalo, Flynn and Kim (2010), and Harms (2011) concluded that narcissistic leadership increases employee performance. However, Mellahi, Jackson and Sparks (2002) found that narcissistic leaders had harmful and destructive consequences in organizations, and Moalim (2020) found that negative leadership style negatively affected employee performance. Narcissists are closed to development and cooperation because they see themselves as very successful (Raskin, Novacek and Hogan, 1991). Wallace (2011) and Jandaghi, Kozekanan, & Piranneja (2015) found that narcissistic leaders caused the performance of employees to decrease in group work. All these data show that the finding of adverse effects on the creative employee performance of narcissistic leaders obtained within the scope of the research coincides with the study's results in the literature.

According to Dul and Ceylan (2011), employees can be creative with the contribution of all levels of the organization. Since narcissistic leaders pursue their own goals instead of serving their organizations (Higgs, 2009), they cause undesirable consequences in organizations (Quimet, 2010). Finally, within the scope of the study, the role of narcissistic leadership between internal marketing and creative employee performance was examined, and it was found to be a partial mediator in this relationship. In other words, because of the ability of narcissistic leaders to influence their followers, practices such as internal marketing that have positive results for the organization may decrease the effect. This result coincides with the above results, which have reached the findings that narcissistic leaders hurt performance in the literature.

Internal marketing is one application that has many positive aspects for organizations. Within the scope of this study, the result that internal marketing increases creative employee performance and even reduces narcissistic leadership, which is a negative leadership behaviour, is considered necessary in terms of the literature. In this context, increasing efforts to implement internal marketing in organizations is recommended. As in every study, there are some limitations in this study. First, it should be considered that the participants may have been biased in their answers to the survey questions. In addition, it should be considered that the results cannot be generalized since the study was conducted in a province. It is recommended to investigate the effect of internal marketing on other negative leadership behaviours for the successors of the study.

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