

# Organizational Effects of Hubris Syndrome and Potential Solutions within Managerial Educational Processes

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## ABSTRACT

Hubris syndrome is defined as a managerial disease caused by the power possessed by people in managerial positions, which results in positive and negative outcomes in organizations. For this purpose, the banking sector was chosen as the research area because it is one of the areas where hubris syndrome can most commonly be seen due to the known characteristics of the sector such as tough working conditions and working goals. Data were obtained via interviews conducted with 12 managers working in the field of banking with a semi-structured interview form using the phenomenology experience research pattern, which is one of the qualitative research models. Maxqda 2022 data analysis software was used for data analysis. The study results, according to data received from managers, revealed that the characteristics of people suffering from hubris syndrome are seeing oneself as perfect and superior, believing that anything can be done with authority, the topical goals given to lower-level employees and disregarding the opinions of others. The reasons for the emergence of the syndrome are problems in the institutional structure and functioning, bullying and exclusion experienced in the past, and the lack of clarity about the authority and responsibilities of people within the organization. When the organizational impacts of Hubris syndrome are taken into account, two types of impacts are observed, the impacts on the organization and the impacts on the employees. People with hubris syndrome harm the organization, prevent the emergence of new ideas, and decrease the motivation of employees.

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## Keywords:<sup>4</sup>

Management, Leadership, Power, Hubris Syndrome, Banking

## INTRODUCTION

The manner in which attitudes and behaviors evolve in people is greatly influenced by their personality. It has been recently noted that studies have also looked at the negative characteristics of personality, which are thought to be crucial for the survival and development of organizations. In an organization, the most significant people are the managers and leaders. With their power, they may influence those around them to act certainly and accomplish their goals. In other words, leadership is the process in which the activity of influencing others occurs. The success of this process depends on different factors at different times is connected (Esen, 2023, p.46). Sometimes people become overly arrogant about their position and think that everything they do, including making decisions, is perfectly correct. Such leaders, who display a personality structure that is selfish and not open to criticism, display a patronizing attitude by ignoring the people around them. The situation experienced by leaders who behave in this manner is conceptualized in the literature as hubris syndrome.

Hubris syndrome can be defined as a disorder that is evaluated in terms of the dark side of the personality and develops among leaders stemming from a leader with power using his/her power for a long time to achieve successful work and there being no obstacles to limit himself/herself (Bektaş, 2016, p.48). Psychiatrists Jonathan Davidson and Lord David Owen (2009) were the first to discuss hubris as a syndrome. A psychology publication released an essay analyzing American and British presidents. CEOs and other corporate executives may also be affected by this syndrome. Extreme pride, extreme self-conceit, a profound disdain for other people, and hubris are some of the ideas associated with this condition. It is generally observed that people with the syndrome lose touch with reality and tend to exaggerate their competence and abilities. It is thought that these behaviors are especially revealed by individuals when they are in a formally powerful position and are in power. In their study, the authors identified some symptoms (14 basic indications) seen in individuals regarding the syndrome. To be able to talk about the presence of hubris syndrome in a manager, s/he must display at least three of these symptoms. The symptoms of individuals suffering from hubris are as follows:

- They tend to see the world as a place where they can exalt and praise themselves using their power.

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- They always prioritize increasing and improving their personal image and reputation and act accordingly.
- They have a high level of concern for the image and presentation.
- They tend to glorify the work they do, expressing that they have been assigned a sacred mission by making speeches like the Messiah/chosen person.
- They integrate their personal views and interests with the state, nation, society, or business.
- They often use the address "we" in their speech because they see themselves as superior to other people.
- They have high levels of self-confidence.
- They tend to openly despise and marginalize others without a similar mindset to themselves.
- They behave in such a way that they can only be accountable to the Creator and be judged by Him.
- They have a strong belief that even if they are judged, they will always be justified.
- They generally tend to lose their connection with the real world and believe in the virtual world, and they seem to become increasingly lonely.
- They tend to be restless, careless, reckless, impulsive, and impulsive.
- They try to base their actions on moral foundations such as honesty, integrity, and honor to avoid the consequences and costs of their actions.
- They show a personality disorder because they believe that their words and actions are never wrong.
- They create inappropriate policies with the idea of "never making mistakes", which occurs because of excessive self-confidence (Uçkun et al., 2022, p.712; Akgül and Uslu, 2021, p. 1217; Çevik, 2021, p.270; Esen, 2020, p.297; Uysal and Çelik, 2018, p.107; Petit and Bollaert, 2012, p.268; Owen and Davidson, 2009, p.3).

The people around the leaders are of great importance in the process of hubris. If there are people who can criticize the leader and tell the truth, and if the leaders are active in communicating with their environment to see their mistakes and control their behavior, this syndrome can be prevented. Closed and poor communication is one of the most important factors causing the hubris (Özgüzel and Taş, 2016, p.128). It is observed that managerial positions given to individuals also lead to hubris. The main reason why leaders and scientists suffer from hubris is that they focus on those who are more ignorant and uninformed than themselves and ignore those who are more knowledgeable than themselves. Being arrogant about knowledge is the most important factor that causes leaders to fall into the hubris (Çevik, 2021, p.270). There are ideas in ancient Greek texts that leaders should not be arrogant. The reason for this is that arrogance can negatively affect an individual's leadership qualities and prevent him from leading (Petit and Bollaert, 2012, p.269).

Senior executives in particular are typically the victims of hubris, which results in cognitive bias in their decision-making due to overconfidence and arrogance. Arrogant managers dislike having their decisions reviewed or questioned because they believe that their choices are flawless (Çiftçi, 2020, p. 4). Conversely, conceited actions have the power to ruin people's careers. Furthermore, when uncontrolled, it hurts companies, jeopardizes social welfare and peace, and undermines international security. Arrogance is more common among leaders in Eastern Europe (Magyari, 2022, p.9). According to psychiatrists, George W. Bush, Tony Blair, and Margaret Thatcher are cited as examples of politicians who suffered from hubris and therefore caused economic crisis and war in their countries (Demir, 2019, p. 200). In particular, the partnership between George W. Bush and Tony Blair in the Iraq invasion in 2003 and the arrogance that led them to make this partnership are cited as examples. In fact, this operation cost a great deal in terms of the economy, politics, military, and humanitarian arenas, and a great deal of innocent civilian life was lost. The unfavorable effects of surgery are still present today. Similarly, British Prime Minister Margaret Thatcher's self-destructive political arrogance following the Falklands War caused her premiership to collapse. Blair's overconfidence, inattention to details, acting individually in decision-making, and underestimating and disregarding the opinions of those around him were effective in Blair's failure in Iraq (Owen, 2008, p.431). In the business world, arrogant leaders in organizations such as Lehman Brothers and the Royal Bank of Scotland Group have caused losses to businesses (Sadler-Smith et al., 2017, p.525-527).

Organizations and their managers view the exaggeration of abilities as a source of incentive. There are situations in which managers must overestimate their own skills. They can therefore devise tactics that

will inspire workers and strengthen their dedication to the organization. Arrogant CEOs actively contribute to and are crucial to the development of creative enterprises. An arrogant demeanor can be advantageous for entrepreneurs, particularly in situations where the competitive landscape is strategic and unclear (Picone et al., 2021, p. 245). Arena et al. (2018) see managerial arrogance as an element that motivates businesses to work on innovative and environmental innovation. In environments where uncertainty is high, arrogant managers can benefit from increasing opportunities and pursue innovative activities proactively and more energetically (Arena et al., 2018, p.321-323-328). In their research with start-up entrepreneurial leaders, Sundermeier et al. (2020) concluded that arrogant leaders are successful in developing a visionary perspective, guiding employees in critical times, and ensuring individuals commitment to the organization. They also note that an arrogant stance can be particularly useful in the early stages of a venture. Researchers argue that arrogant leadership creates low-level obstacles in start-ups. They state that the arrogant attitudes of leaders in businesses with established corporate culture that have been operating for many years are not useful in creating innovative visions (Sundermeier et al., 2020:1060-1061).

Business managers occasionally find it especially necessary and desirable for CEOs and other leaders to be arrogant. This is attributed to shareholders placing a great deal of faith in arrogant CEOs who exaggerate their skills while making judgments on significant investments and initiatives that will increase their own wealth. Accordingly, it is thought to be critical to control leaders' arrogance to achieve highly effective performance from arrogant CEOs and produce advantageous outcomes for the company (Rizka and Handoko, 2020, p.204). Arrogant behavior can have serious and dangerous consequences. In this sense, managers—especially those who mentor employees in the workplace—should speak with staff members and emphasize the value of humility. These investigations will contribute to positive outcomes for the company's prosperity (Diamandis and Bouras, 2018, p.4).

Until the beginning of the 20<sup>th</sup> century, the human and personality element, which is considered a cost item, changed over time and became a strategic factor for the business (Demirel and Sendogdu, 2023, p.36). Thus, it is seen that the personality factor underlies the factors affecting productivity, performance, and motivation in the field of organizational behavior and psychology. Power and the effects of excessive power, which reveal both positive and negative aspects of personality and affect performance, accurate decision-making, motivation, and productive behavior, are important organizational problems. Profitability and productivity calculations, especially those focused on technological developments, adaptation to change, and financial indicators, ignore the results arising from personality and behavior. However, sustainable business performance and corporate practices arise from the reflection of the personality traits of managers, leaders, and employees on work behavior. Therefore, it is important in the field of management and organizational psychology to investigate the factors underlying personality and the reflections on work behaviors that emerge with the power gained through position, expertise, etc. Hubris syndrome, which constitutes the focus of the study from general to specific, is an important phenomenon that needs to be examined deeply with its multifaceted effects.

## **METHOD**

### ***AIM AND METHODOLOGY OF RESEARCH***

Answers to the questions of "What are the reflections of the hubris syndrome in management and leadership on performance, intra-organizational relations, communication with employees, and productivity?" How should negative consequences be eliminated? How should positive aspects be turned into motivation? What cause human-related problems in the banking sector, which constitutes the research field and where factors such as stress intensity, difficult working conditions, various impositions from high positions, target pressure are frequently seen? and how should it be resolved?" were sought in the study. Despite many studies investigating performance and efficiency, the fact that personality-related factors arising from the expertise, power, and position given to individuals may be primarily reflected in the results is ignored. Focusing on this aspect in the research and the emphasis on this aspect constitute the unique aspect of the study.

In this context, the primary goal is to find answers to the following questions;

1. What are the elements of power in management and leadership?
2. What are the reflections of authority and power in management and leadership on work and communication?

3. What are the reasons for the concept of hubris due to authority and power in management and leadership?

4. What are the consequences of the concept of hubris due to authority and power in management and leadership?

5. What are the individual, institutional, social, and environmental measures that can be taken to avoid the hubris experienced in management and leadership?

The qualitative research method was used within the scope of the research. Investigative, interpretive, and aimed at comprehending the issue in its natural setting (Klenke, 2016; Guba and Lincoln, 1994), qualitative research is a methodology that refers to a subjective-interpretive process aimed at perceiving previously known or unrecognized problems and dealing with natural phenomena related to the problem in a realistic manner. It uses qualitative data collection methods such as observation, interviews, and document analysis to determine the solution of a problem (Baltacı, 2019, p. 369-370; Seale, 1999).

#### **DATA COLLECTION PROCESS**

Banks are one of the most important institutions for ensuring the effectiveness of countries' financial systems. These institutions, which bridge the delivery of funds provided by fund providers to those requesting funds, also make significant contributions to the development and sustainability of the economic system (Göktürk and Yalçınkaya, 2023, p. 279). Sectors like banking are cited as instances where hubris also known as hubris syndrome, is more common (Tourish, 2020, pp. 91-92). Managers and employees face challenging circumstances because of intense marketing efforts, particularly in this industry. Workplace pressure also increases. One of the qualitative research methods used in this case was conducting semi-structured interviews with a selection of banking managers. Answers to the following questions were anticipated during the interviews:

1. What are your thoughts about the power a person can have in management?
2. What does the term "hubris syndrome" in management mean to you?
3. What are the behaviors that you observe in individuals who you think have hubris syndrome?
4. What are your views on the "branch" and "area of profession" in management where hubris is observed?
5. Can you share with us a memory you experienced or think might be an example of hubris in management (own experience, witnessing an event, media reflections)? Can you talk about the effects of this situation on you or those exposed to it?
6. What are your thoughts about the reasons why hubris occurs in management?
7. What are your thoughts on the expressions (use of slang, use of jargon, tone of voice and reflections on body language, gestures, facial expressions, posture, look, sitting) that individuals who display hubristic behavior and those who you think have hubris in management use frequently about themselves and others?
8. What are your thoughts about the interpersonal communication reflections of people who you think show hubristic behavior (their communication styles with their superiors, subordinates and counterparts)?
9. What is your thoughts about the influence of individuals who you think have hubris on their business environment, the organization they work for, and their social environment?
10. What are your thoughts on individual, institutional, environmental, and social measures that can be taken to avoid hubris and eliminate problems in relationships with individuals who you think have the syndrome?
11. Please share any other valuable thoughts that are not mentioned in the questions about hubris.

The data were analyzed using Maxqda 2022 qualitative analysis software. The results were interpreted within the scope of the determined codes, categories, and themes, and inferences were made from the results of descriptive and relational analyses. The results obtained are visualized using tables and figures.

#### **LIMITATIONS OF THE STUDY**

This study has certain limitations. The number of managers/leaders involved in the data analysis process is twelve, which is limited to the banking sector, where the issue is considered more prominent.

## FINDINGS

The findings obtained from the interviews conducted to clarify the research problem are presented under this heading. A total of 12 participants were involved in the study. Participants were coded as K1-K12. The data were analyzed using Maxqda 2022 qualitative data analysis software.

### STATISTICS ABOUT DEMOGRAPHIC DATA/SUBCODES

Data about the participants in the study are presented in Table 1.1.

**Table 1.1. Participant Profiles**

Document Name	Gender	Age	Education	Managerial Position	Total Working Time	Marital Status
K1	Female	31-35	Master	Sales and Performance Assistant	6-10 Years	Single
K2	Female	36-40	Master	Vice Director	11-15 Years	Married
K3	Male	36-40	Master	Customer Relations Officer	11-15 Years	Married
K4	Male	20-25	Master	Customer Representative	0-5 Years	Single
K5	Female	26-30	Undergraduate	Customer Relations Officer	0-5 Years	Married
K6	Male	31-35	Master	Portfolio Representative	0-5 Years	Married
K7	Male	31-35	Undergraduate	Operations Assistant	6-10 Years	Single
K8	Male	26-30	Master	SME Sales Executive	6-10 Years	Single
K9	Male	41 and over	Master	Director/Vice General Manager	16 Years and Longer	Married
K10	Female	41 and over	Master	Specialist	16 Years and Longer	Married
K11	Male	36-40	Master	Vice Director	11-15 Years	Married
K12	Male	36-40	Master	Director	11-15 Years	Married

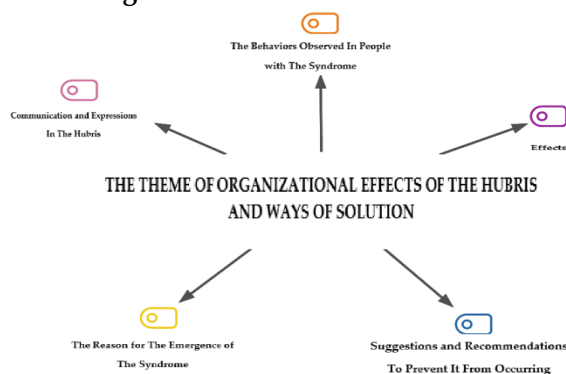
Demographic data were analyzed on the basis of subcode statistics. Therefore;

- Eight of the participants were male and four were female.
- One of the participants is 20-25 years old, 3 are 31-35 years old, 2 are 26-30 years old, 4 are 36-40 years old, and two were 41 and over.
- Eight of participants were married and four were single.
- Two of the participants have undergraduate degrees and 10 have master's degrees.
- Three of the participants have a working experience of 0-5 years. Three of them have 6-10 years, four of them have 11-15 years, and two of them have 16 years or longer working experience.
- Of the people participating in the study, 2 are vice directors, 1 is a director/vice general manager, 1 is a specialist, 1 was an SME sales executive, 1 was an operations assistant, 1 was a portfolio representative, 1 was a customer representative, 2 was a customer relations officer, 1 was a director, and 1 was a sales and performance assistant.

### THE THEME OF ORGANIZATIONAL EFFECTS OF HUBRIS AND WAYS OF SOLUTION:

The codes obtained from the participants' statements were collected under the theme of organizational effects of hubris and ways of solution.

**Figure 1.1. The Categories of Organizational Effects of Hubris and Ways of Solution**



The categories of the organizational effects of hubris and solutions are given in Figure 1.1. Accordingly, the categories of the theme are as follows; the behaviors observed in people with the syndrome, communication and expressions in the hubris, the reason for the emergence of the syndrome, its effects, and suggestions and recommendations to prevent it from occurring.

**Category of Behaviors Observed in People with the Syndrome:**

Participants' statements about the behaviors and characteristics they observed in people with the syndrome were coded under the category of behaviors observed in people with the syndrome. The code that participants expressed most in this category was; the code of seeing oneself as perfect and superior, critical attitudes and behaviors, not valuing people, arrogance, and contempt. Participants stated that people with the syndrome see themselves as perfect and superior, do not value people, and have arrogance, contempt, and critical attitudes and behaviors. Some of the statements of participants regarding the topic are as follows:

*“To me, the hubris in management is the perception of people who are given authority for a certain purpose toward this authority as ‘I can do anything.’” (K7)*

*“They are constantly in a tense mood. While they exhibit extremely oppressive behavior toward their subordinates, they have a self-deprecatingly positive attitude toward their superiors. Controlling and critical attitudes. Small mistakes are magnified while successes are minimized.” (K2)*

*“They use the word “I” frequently. They may not look at you in the eye or even at your face while talking. They like to cross their legs and sit sideways while sitting. They like to express their own thoughts rather than listening to your answers to their questions.” (K12)*

*“Arrogance stands out in people with hubris. Besides, these individuals get what they want whenever they want, impose their decisions on other people, and disrespect other people.” (K4)*

*“Underestimating the other person, showing with gestures and facial expressions that one ignores thoughts that may contribute to the opinion while listening, not being able to listen for a long time, not making promises or interrupting the other speaker repeatedly, not believing in the data and studies done and expressing this verbally.” (K11)*

**Figure 1.2. Code Matrix Showing Behaviors Observed in People with the Syndrome**



The density matrix of the category of behaviors observed in people with the syndrome is shown in Figure 1.2. Accordingly, the participants with the codes k1, k5, k9, and k12 expressed intense interest in the code of seeing themselves as perfect and superior, k1, k2 in the code of critical attitudes and behaviors, and k3 in the code of not valuing people.

**Category of Reason for Emergence of the Syndrome:**

Participants' statements regarding the reason for the emergence of the syndrome were coded under the category of the reason for the emergence of the syndrome. The codes most frequently mentioned by the participants in the category of the reason for the emergence of the syndrome are; problems in the institutional structure, experiencing bullying or exclusion in the past, temperament/personality, lack of definition of duties, authority and responsibilities, competition, rapid promotion, working in the same organization for a long time, and lack of self-confidence and supervision and control. Participant statements related to the subject are as follows:

*“I observe that there is hubris that comes after a career with nepotism in the name of reference. While leaders who are successful by working hard and being selfless are humble and open-minded, those whose career paths are opened through other means are fixed-minded and self-aware.” (K1)*

*“Giving broad powers to people without managerial qualifications and the lack of personality development in these people.” (K7)*

*“What they see or are exposed to from the managers they work for: high ambition, too quick or too late promotion, and the idea of making themselves liked by their superiors.” (K12)*

*"I believe that the individual comes to a managerial position in a short time with the reference of others, without actually having full competence, and internalizes this situation as his/her own success. Apart from this situation, the sense of narcissism of the person in the managerial position is increased by the behavior above the level of respect of the people at a lower level."* (K6)

*"From my perspective, the longer a manager works at the workplace, the more his/her commitment and orientation to the organization develops, and this creates a situation where he/she disrespects individuals who come to the organization from outside. "The fact that the manager is in this environment in the long term makes it normal for other top managers to use these powers for him/her."* (K4)

#### **Category of Communication and Expressions in the Hubris:**

Evaluation of the participants regarding the communication of people with the syndrome was coded under the category of communication and expressions in the hubris. Under this category; there are subcategories of expressions used about oneself and directed toward others, and subcategories of communication with counterparts, subordinates, and superiors.

Participants stated that the statements made by people with the syndrome toward themselves were self-centered. They stated that they presented themselves as indispensable. Additionally, participants noted that people with the syndrome became angry when they criticized or expressed their opinions.

*"They exaggerate everything so much that you say, come on. These types of people never get tired of talking about themselves because they admire themselves so much. The only one who gets fed up is you. Since the image of these types is very important, they say with a strong tone of voice and self-confidence that they are trying to understand you, that this is very important, then criticize them a little and you ask, is this the same person as the one before? Because they get angry quickly and act very well."* (K9)

Participants stated that people with the syndrome act in a condescending, humiliating, and disrespectful manner toward other people. They also stated that they communicate in a negative and criticizing manner with others and speak loudly.

*"They show an increase in the use of slang, a louder and harsher tone of voice, and sometimes humiliating smiles and statements."* (K6)

Participants stated that people with the syndrome see their counterparts as rivals, talk about themselves, and act manipulatively in their communication with their counterparts.

*They have good relationships because of PR situations such as employee evaluation surveys. Since they see them as rivals, they do not share secrets, do not tell what they know, and do not give details about their private life."* (K8)

*"I observe a lot of "I'm better than you" attitude in this regard."* (K10)

Participants noted that people with the syndrome do not care about the opinions and thoughts of their subordinates. They stated that they had unhealthy and manipulative communication with their subordinates.

*"They have manipulative communication with their subordinates. They listen with a constructive and positive approach and make an inference by melting what they hear in their own pot. They escalate the rivalries of their subordinates and enjoy their fights. They deliberately scold their subordinates but are unit managers in front of their staff and demonstrate their superiority."* (K1)

Participants stated that people with the syndrome observed a conciliatory and positive communication in their relationships with their superiors, unlike their relationships with subordinates. They noted that they exhibited a behavior of praising the other party, had short dialogs, and were modest and modest in their relations with their superiors. Participant expressions related to the subject are as follows:

*"They communicate with their superiors conciliatory, where ideas are constantly exchanged and do not exceed the framework of respect."* (K5)

**Figure 1.3. Density Matrix of Communication and Expressions Category Codes in Hubris According to Participants**



The density matrix of the communication and expression category codes in the hubris according to the participants is given in Figure 1.3. Accordingly, participants with code k9 made intense expressions for self-centered communication, k1 for bad communication, k9 and k11 for disregarding ideas and thoughts, and k3 for condescending code.

**Category of Impacts:**

Participants' statements about the kind of impact people with the syndrome have on their environment and the organizations they work for are coded under the impact category. Two subcategories were created under the impact category. These are impacts on the organization and employees.

**Subcategory of Impacts on the Organization:**

In the category of impacts on the institution, the code that is most mentioned is the code of causing harm to the institution. Other codes are codes for quantitative benefits instead of qualitative ones, blocking development and different ideas, slow progress of work, and unsuccessful decisions.

The statements of the participants regarding the issue are as follows:

*“It will cause harm to the organization and its employees in the future.” (K12)*

*“Unfortunately, it is obvious that the presence of such people is desired and accepted in all organizations. Since every institution wants to keep its profitability sustainable and at the maximum level, they prefer such people because they will influence their tempo and the people around them in line with the wishes of the organization. The success and profitability achieved is not only achieved by taking the money out of people’s pockets, but also by taking the life energy out of their employees. This can be considered as a proof of why suicide cases are increasing.” (K8)*

*“Decisions are taken quickly, changed, or removed from practice at the same speed. In addition, there is confusion regarding the duties, authorities, and responsibilities within the institution, and the decisions taken are not subject to preliminary evaluation or evaluation. For this reason, a trial/error culture based on seeing the results directly in the field is created, and the people involved in the process do not develop any thoughts or desire to contribute to the process.” (K11)*

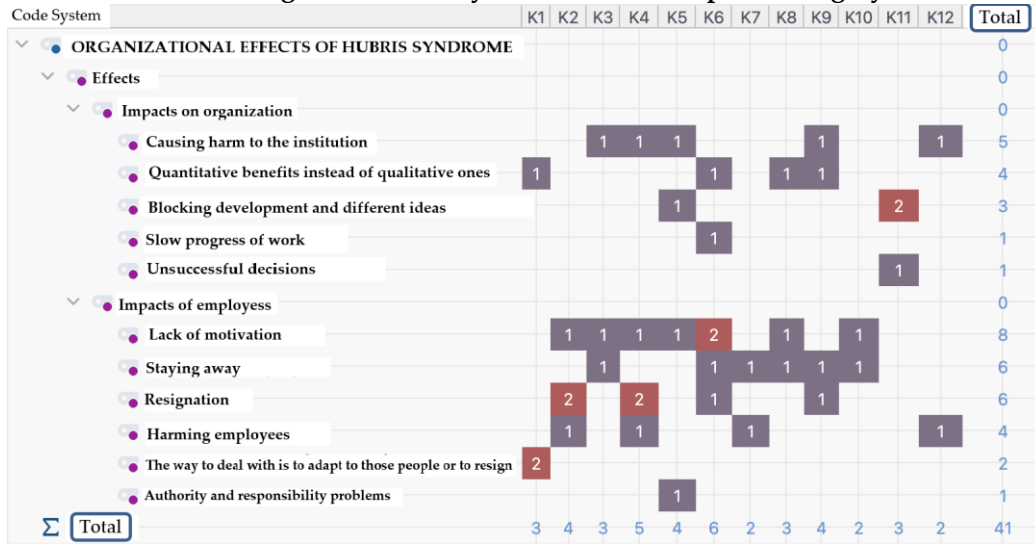


“Subordinates are reluctant and lack enthusiasm for work, reports that are far from reality are noticed after a certain period of time, and the work progresses slowly because of the hubris, where only the decisions and processes are made by the manager.” (K6)

**The Subcategory of Impact on Employees:**

In the category of impacts on employees, the most frequent code is lack of motivation. One of the other codes is staying away. Participants stated that they tried to stay away from people with the syndrome because they harm employees. They also stated that the way to deal with people with the syndrome is to adapt to those people or to resign, and that these people create authority and responsibility problems for employees.

**Figure 1.4. Density Matrix Of The Impacts Category Codes**



The density matrix of the impact category codes is shown in Figure 1.4. Accordingly, the participants who coded k11 expressed intense interest in the code of blocking development and different ideas, k6 in the code of lack of motivation, k2, k4 in the code of resignation, and k1 in the code of obedience or resignation being the way to cope.

**Category of Suggestions and Recommendations to Prevent the Syndrome:**

Statements about what can be done to prevent the syndrome are coded under the category of suggestions and recommendations to prevent the syndrome. In this category, the most common code was the personal development training code. Participants stated that personal development training could be provided to prevent the syndrome. They also stated that psychological support should be provided, communication should be improved among employees, and supervision and control activities should be conducted to prevent the syndrome. Other codes under this category stated by the participants are the codes for determining the limits of authority and responsibilities, empathy, obtaining expert opinion, and establishing a team to examine the psychological health of employees. Participant expressions related to the subject are as follows:

“The person must be open to continuous development. For this purpose, personal development books can be read.” (K5)

“These people with behavioral and personality disorders can receive psychological support.” (K2)

“Listening to subordinates’ opinions creates awareness” (K7)

“They conduct employee satisfaction surveys, but how effective they are is debatable. What is important and valuable here is that there are supervisors or supervisors who listen impartially to the supervisor from the staff, whose only job is this, so that no workplace would take this risk themselves, and look at how every high-level job is done, not how it is done or how many lives are hurt below.” (K10)

“This is also a matter of experience. The sooner responsibility and authority are assumed, even if these individuals change places, the better they can understand what the situation.” (K4)

**RESULTS, DISCUSSION, and SUGGESTIONS**

When the study findings are taken into account, it is seen that the common characteristics of people with hubris syndrome involve seeing oneself as perfect and superior, believing one can do everything with

the authority they have, topical goals given to subordinates, and disregarding the opinions of other people. Besides, while these people adopt critical attitudes and behaviors that include oppressive behavior toward their subordinates, they approach their superiors so positively that they belittle themselves. People suffering from hubris syndrome do not value people and see themselves as the boss of the organization. According to the findings; arrogance stands out as a part of the syndrome that is primarily reflected in behavior.

The cause of the emergence of the syndrome is reflected in the problems in institutional structure and functioning. The syndrome is particularly more frequently observed in individuals who obtain careers through nepotism under the name of a reference.

One of the reasons for the emergence of the syndrome is bullying and exclusion experienced in the past. There is evidence that even if some people are provided with support and training on this issue, they will still have the capacity to display hubristic behavior due to the trauma they have experienced before.

Another reason is that this situation is related to personality and temperament. There is a finding that even if some people are provided with support and training on this issue, they will still have the capacity to display hubristic behavior because of their personalities and temperaments.

Remarkably the reason for the emergence of the syndrome is that the authorities and responsibilities within the organization are not clear. Because the corporate culture has not been established and the corporate policies are not variable, healthy performance assessment measurements cannot be made. Therefore, clear criticism cannot be made of the results of the decisions taken by the manager. Other causes of the syndrome can be listed as incompetent people's quest to ensure the same incompetence in lower positions, thus the disappearance of internal control within the organization, the constant change of job authority definitions and responsibilities, and the lack of a clear framework, resulting in employees acting by putting the manager's decisions first and not being able to observe the corporate policies.

The reason for the emergence of the syndrome, especially in the banking sector where the research was conducted, is also reflected as competition. It turns out that the main reason for this is the goal system.

Another is rapid promotion without merit through nepotism. The syndrome is more common in those who internalize this situation as their own success.

Furthermore, factors such as colleagues' ambition and the inability to change jobs due to limited job opportunities are also among the reasons. Too rapid promotion, taking on responsibilities in areas in which one is not fully competent, and working in the same organization for a long time can also cause the syndrome of disrespecting newcomers.

Another reason is the lack of supervision and control. This is because of the absence of performance assessment measurement in corporate policies and the inability to make clear criticisms of managers' decisions.

When the characteristics of people suffering from hubris syndrome are considered, we can see that they say "I". They see themselves as indispensable and get angry when they are criticized. They behave condescendingly and disrespectfully toward others and communicate poorly. Their voices are loud and derogatory in communication.

They regard their counterparts as rivals. It is seen that they are self-interested in communication and constantly explain themselves.

When they communicate with subordinates, they act as if they were the only ones at the center. They are manipulative and operate through intimidation and harassment. The exact opposite of communication with subordinates is communication with superiors. Praising superiors, speaking briefly, being modest, and humble are some of these.

When the organizational implications of Hubris syndrome are taken into consideration, two types of impacts are mentioned, namely, on the organization and its employees.

The impacts on the organization are as follows:

- People with hubris syndrome harm the organization,
- People with shubris syndrome do not provide qualitative benefits to the organization, but provide quantitative benefits such as increasing the number of customers due to their aggressive and self-confident attitudes.
- People with hubris syndrome prevent the emergence of new ideas,
- People with hubris syndrome slow down their work,
- People with hubris syndrome make unsuccessful and inaccurate decisions.

The impacts on employees are as follows:

- People with hubris syndrome reduce the motivation of employees in the organization.
- People with hubris syndrome create a problem of uncertainty regarding authority and responsibility for employees in the organization.
- Employees protect themselves by staying away from people with hubris syndrome.
- Employees who work with people with hubris syndrome try to cope with them through resignation or obedience.

When the studies in the literature are examined, especially in the field of organizational behavior - it is seen that the issue of personality is mostly discussed with positive aspects. Recently, the dark side of personality, along with negative executive syndromes such as narcissism, machiavellianism, and psychopathy, has become a subject of study. Hubris is one of these syndromes. Hubris is a condition that develops because of arrogance. Arrogance is the behavior of individuals, such as considering themselves superior to others and disliking them. Although power is a broad concept, it also brings with it plenty of authority for individuals.

In business enterprises, the owner of power performs many activities such as decision making, participating in decisions, and producing policies and strategies. Therefore, leaders and managers are more likely to suffer from hubris syndrome.

In the literature, the concept of power is generally addressed as the power possessed by leaders. In this study, hubris was examined with a mainly manager- and leader-oriented approach. Hubris is explained as a syndrome that develops because of high ambition, excessive self-confidence, constant success, and a narcissistic personality. Situations such as the formation of an egocentric structure in decision-making processes, not being able to accept change easily, being prejudiced against different ideas and not listening to these ideas, and making wrong practices because of acting with emotions, arise because of this syndrome. These consequences harm the individual's career and the future of the business. It is also seen that managers who experience this syndrome take excessive risks. This situation has negative effects on businesses in the long term. Many disasters such as war and economic crisis can occur, especially in states governed by politicians suffering from hubris syndrome (such as Tony Blair, George W. Bush). On the other hand, Hubris syndrome, which generally known to have negative effects, is also thought to have a motivating aspect for leaders and managers. This encourages managers who have made it a habit to innovative work. Therefore, hubris can be seen as a positive situation for individuals and businesses as well. So much so that the extremely proud and self-confident stance created by the hubris is also described as charisma.

Leaders and managers are key actors in the continuity and success of business enterprises. Self-confidence, ambition, determination, and talent of the leaders and managers are necessary for business efficiency and high corporate performance. However, uncontrollable managerial arrogance and self-confidence may lead to various problems. For this reason, keeping leaders who are caught up in the magnificence of their power and experience hubris under control will prevent destructive consequences. If a structure that will supervise the decisions and activities carried out by managers in businesses is formed and put into practice effectively, and the opinions and approval of other people around the leader are asked before strategic actions are taken, businesses will be less negatively affected. Ensuring the participation of other individuals in decision-making mechanisms in the business with an understanding of co-management will prevent hubris. Increasing and developing the awareness of business managers about the issue of the hubris syndrome is crucial for businesses to avoid devastating consequences.

The highlights of what needs to be done to prevent the syndrome can be listed as follows:

- Employees should be given personal development training to prevent hubris syndrome.
- Employees should be provided with psychological support in the organization to prevent hubris syndrome.
- To prevent hubris syndrome, communication between employees in the organization should be improved.
- To prevent hubris syndrome, supervision and control activities should be improved in the organization.
- To prevent hubris syndrome, the limits of the authority and responsibilities of employees should be determined.
- Empathy should be developed in the organization to prevent hubris syndrome.

- Expert opinions should be considered to prevent hubris syndrome.
- Psychological support teams should be established in the organization to prevent hubris syndrome.
- A working environment that people like and where they can use their talents should be created.

#### **Declarations**

#### **Conflict of Interest**

No potential conflicts of interest were disclosed by the author(s) with respect to the research, authorship, or publication of this article.

#### **Ethics Approval**

Formal ethics approval was granted by the Social and Human Sciences Research and Publication Ethics Committee of Necmettin Erbakan University. We conducted the study in accordance with the Helsinki Declaration of 1975.

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#### **Research and Publication Ethics Statement**

Hereby, we as the authors consciously assure that for the manuscript "...” the following is fulfilled:

- This material is the authors' own original work, which has not been previously published elsewhere.
- This paper reflects the authors' own research and analysis in a truthful and complete manner.
- The results are appropriately placed in the context of prior and existing research.
- All sources used are properly disclosed.

#### **Contribution Rates of Authors to Articles**

The authors make an equal contribution to this work.

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