

## CEO Narcissism and Gender Diversity

**Authors :** Emma Garcia-Meca, Jennifer Martinez-Ferrero, Camino Ramon Llorens

**Abstract :** This paper provides insights into how narcissistic Chief Executive Officers (CEOs) influence the presence of women in top management teams (TMT). We also study whether a CEO's power and gender and the gender diversity of the firm's board moderate the relationship between CEO narcissism and TMT gender diversity. Our results reveal that narcissistic CEOs are less likely to support women in TMTs, confirming that CEO personality traits influence team structure. Further results suggest that this aversion increases as the CEO's power grows when female representation on boards decreases and when the CEO is a woman. This paper integrates theories that use the social psychology and upper echelon theories, offering a greater understanding of how CEO personality traits influence the structure of firms. We also contribute to the knowledge about how different governance characteristics can moderate the influence of narcissistic CEOs on women in TMTs, highlighting the relevance of governance traits that increase the effect of narcissism. The results demonstrate different female behavior toward promoting TMT gender equality depending on the specific position of women in the firm's hierarchy and their psychological attributes. We find that women directors support social identity values, and narcissistic female CEOs act like queen bees.

**Keywords :** gender diversity, board, corporate governance, female CEO, management

**Conference Title :** ICFPGS 2022 : International Conference on Feminist Politics and Gender Studies

**Conference Location :** London, United Kingdom

**Conference Dates :** October 13-14, 2022