

Essay for the  
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by Björn Schigt, July 2019

## THE INCREASING NARCISSISTIC BEHAVIOUR AND SENSE OF ENTITLEMENT OF MILLENNIALS AND THE WORKPLACE

*"I found a grey hair in one of my suits  
Like context in a modern debate I just took it out  
The only apparatus required for happiness  
Is your pain and fucking going outside  
And getting STD's at 27 really isn't the vibe  
Jane took her own life at 16  
She was a kid who had the box tattooed on her arm  
And I was 25 and afraid to go outside  
A millennial that baby-boomers like"  
- Give yourself a try, by The 1975*



### BACKGROUND

Recently, I met with my friends for a glass of wine and a swim in the Lake of Zurich. It was a lovely Sunday and we enjoyed our day off. Summer had finally begun and a long period of rain had stopped. We talked about how nice it is to be able to live in such beautiful surroundings and that we were lucky with the good weather over the weekend. When the conversation changed towards work, one of my friends mentioned that it was so hard to find junior staff. My friend wished for candidates who do not feel entitled, do not claim an outrageous salary and who do not demand to be in a senior position within 5 years. Let them first prove themselves, she said, just like we had to. It was such a contrast with how we were brought up and educated, as well as what our experience thought us, we agreed.

Both academic and popular literature have repeatedly contended that emerging adults are the most narcissistic and entitled age-group in modern times. Although this contention is debated, the message that emerging adults are narcissistic and entitled, has saturated popular culture (Grubbs et al., 2019).

Most of my friends and I are all born between 1970 and 1980, went through university and worked very hard to get to where we are now. We are grateful for a high level of women participating in the workforce, as well as childcare, allowing for double income households. We experience a healthy work-life balance, and the financial freedom to travel from time to time and enjoy a good glass of wine.

The findings of a study by the Metlife Mature Market Institute (2015) would allocate my friends and I to Generation X in its midlife, describing us as active, happy, and achieving a work-life balance. However, this does not mean that we live the perfect life, are the example to future generations, and know what is right. It is not how Stein (2013) cynically asserts it: *"I am about to do what old people have done throughout history: call those younger than me lazy, entitled, selfish and shallow. But I have studies! I have statistics! I have quotes from respected academics! Unlike my parents, my grandparents and my great-grandparents, I have proof!"*

When the conversation progressed, we tried to understand why the younger generations demonstrate such a strong sense of entitlement and behave so narcissistically. Is it the importance of social identity, the addiction to 'likes' which may reinforce their entitlement and narcissistic behaviour? Or their disconnection from what is needed to secure a certain lifestyle, the lifestyle a few glamorous social media influencers portray as the must-have lifestyle – but unachievable to most of us?

We realised that we only focused on the surface and not what really lies underneath this observed behaviour. A few interesting points were raised to give these generations some credit for their alleged entitlement and narcissistic behaviour; the points were mainly referred to as defence mechanisms from an economical perspective. For instance, safety nets such as pensions and job security do not exist anymore for younger generations, as they did for older generations; perhaps younger generation want to create their own safety by demanding more upfront, to have more security about their own foreseeable future. Another point that was raised, was the high debts the younger generations face and that they need an adequate income level to pay off these debts.

On my way home, the conversation stuck to my mind. I was not convinced that the causes for a possible increase in narcissistic behaviour and sense of entitlement of younger generations could only be attributed to financial worries. We are considered living in more prosperity than ever before. There must be more. I am aware that there is a significant rise in mental health issues among adolescents. According to research published by the American Psychological Association, the percentage of young Americans experiencing certain types of mental health disorders has risen significantly over the past decade, with no corresponding increase in older adults (Twenge, 2019).

Is this perceived increase in narcissistic behaviour and the sense of entitlement among adolescents caused by the rise in mental health disorders? And when this behaviour is expressed not only online in social media, like Instagram and Facebook, but also on the work floor, is my friend's - and probably many senior people's - wish for less entitled junior staff, a wish in vain? If the rise of mental health issues and the possible subsequent narcissistic behaviour and sense of entitlement among younger generations becomes a significant factor in hiring, motivating and retaining people, what is the impact on companies?

## **INTRODUCTION**

In this essay I want to address whether there is an increase in narcissistic behaviour and entitlement of Generation Y (millennial) born between 1980 and 1994, and what the underlying causes for such a possible rise could be, in particular with respect to parenting and institutional factors, however excluding political instability and technological factors, such as social media use. Further, I will discuss how domination of narcissistic behaviour and sense of entitlement could unfold in the workplace in a worst-case scenario, and how companies could respond to an increase in narcissistic behaviour and a strong sense of entitlement of Generation Y.

## **NARCISSISM AND ENTITLEMENT**

According to the American Psychiatric Association's Diagnostic and Statistical Manual of Mental Disorders, Fifth Edition (DSM-5, 2013), personality disorders are divided in three clusters: A) odd or eccentric disorders, B) dramatic, emotional or erratic disorders, and C) anxious or fearful disorders. Narcissistic Personality Disorder is classified under cluster B and is defined as comprising a pervasive pattern of grandiosity in fantasy or behaviour, a constant need for admiration, and a lack of empathy.

I would like to contrast the characteristics of people with diagnosable NPD, with the traits of people with a perceived healthy narcissism, those who are deservedly proud of themselves. However, for the purpose of this essay, I concentrate on narcissistic behaviour of members of Generation Y, who are believed to be in love with an inflated self-image because it allows them to avoid deep feelings of insecurity. Propping up

their delusions of grandeur takes a lot of work and that is where the dysfunctional attitudes and behaviours come in (Smith, 2019).

Generation Y are also believed to have a strong sense of entitlement (Campbell, 2004). Psychological entitlement can be defined as a stable and pervasive sense that one deserves more and is entitled to more than others. This sense of entitlement will also be reflected in desired or actual behaviours. The study by Campbell et al. (2004), demonstrated that psychological entitlement is for example associated positively with perceived self-deserved salary compensation, and is rather acquisitive than defensive in nature. The motivation is greed and not fear.

When a person feels deprived in some way, particularly when needs are not met, he or she may well feel irritated or resentful and seek reparation (Bishop, 2002). When the attitude is chronic and excessive, however, the person may bring to numerous situations the sense that he or she should be accorded special dispensation. Not all attitudes are excessive. In the “normal” type, a person has an appropriate, reality-based assessment of the compensation to which he or she is entitled for a disappointment. It is only in the “excessive” mode that the person exhibits self-righteousness, grandiosity, and demandingness (Bishop, 2002).

### **IS NARCISSISTIC BEHAVIOUR AND A SENSE OF ENTITLEMENT ON THE RISE IN GENERATION Y**

The study of narcissism receives a steady increase in attention in recent years. Google Trends shows a compounded annual growth rate from 2004 until June 2019 of 8% for web searches on the topic of narcissism compared to a negative compounded annual growth rate of -2% on the topic of personality disorders in general (Google, 2019).

Research by Grubbs et al. (2019) follows up on years of studies that suggest younger generations are more narcissistic than previous ones. A test known as the Narcissistic Personality Inventory (NPI) can be used to score how narcissistic someone is; the test has been administered to college students for years, and there was an upward trend in scores between the years 1976 and 2006. Also, the study demonstrated that when younger generations are confronted with their label of being narcissistic and entitled, they tend to believe it more than older generations who are confronted with their generation’s label of being narcissistic and entitled. Additionally, Grubbs et al. found that emerging adults had more positive opinions of narcissism than middle age adults, and that emerging adults had more positive reactions to being called narcissistic than either middle aged or older adults.

The awareness of psychological entitlement has existed for at least several generations. The 1970s were all about expressing oneself. Individualism became more important as people became dissatisfied with wars and politics. People stopped being interested in fixing the whole society and started to think only of fixing themselves. The 1970s were dubbed the Me Decade (Rasmussen, 2011). Most of us remember Gordon Gekko, the main character from Oliver Stone’s Wall Street from 1987, claiming that Greed is Good. This statement is symbolic for the 1980s as they are known as the Greed Decade (Taylor, 1992). And since the 1990s we consider ourselves living in the New Gilded Age, with the rapid rise of top incomes (Neate, 2017).

There is a popular impression that entitlement has dramatically increased in society. Given the increase in narcissism in younger generations, and the positive correlation between narcissistic behaviour and a sense of entitlement (Campbell, 2004), the assumption can be made that there is an increase in entitlement among adolescents.

This assumption is confirmed by recent research asserting that a culture of entitlement is increasing in Western society, particularly in the younger privileged generations (Laird, Harvey, & Lancaster, 2015). Although it is unfair to paint the entire Generation Y with the same brush, data consistently show that average entitlement levels are high among these generations. For example, a large empirical study found

that a generalized sense of entitlement had increased slightly from 1996 to 2007 (Trzesniewski et al., 2008). Greenberger et al. (2008) also reported a 300 percent increase in newspapers' use of "sense of entitlement" during a similar time frame (1996-2006). Supporting research suggests that Generation Y is characterized by high self-esteem and self-centeredness (Holt et al., 2012).

### **THE TYPES OF CAUSES OF NARCISSISTIC BEHAVIOUR AND A SENSE OF ENTITLEMENT**

As with personality development and with other mental health disorders, the cause of narcissism and a sense of entitlement is likely complex. Narcissism and entitlement may be linked to mismatches in parent-child relationships with either excessive adoration or excessive criticism that is poorly attuned to the child's experience (environmental), inherited characteristics (genetic), and the connection between the brain and behaviour and thinking (neurobiological).

I consider the genetic and neurobiological causes to be of all times, or at least not influenced by socio-demographic and societal changes, unlike the environmental causes that change over time. For the sake of this essay, I will therefore concentrate on the environmental causes, but not in particular the parent-child relationships with either excessive adoration or excessive criticism.

### **THE ENVIRONMENTAL CAUSES OF NARCISSISTIC BEHAVIOUR AND ENTITLEMENT**

The increase in narcissistic behaviour and entitlement in the last decennia, is related to an excess of competitive individualism, in which freedom from family ties and institutional constraints leads to feelings of insecurity (Bishop, 2002). Already in 1979, Christopher Lasch (1979) published his book *The Culture of Narcissism: American Life in the Age of Diminishing Expectations* about this topic. A review from the same year read: *This book is so uniformly pessimistic that one wonders if the author, a distinguished historian, is suffering as is the nation from a crisis of middle age. And yet most of what Lasch says is well supported by data.*

More than ever, these feelings of insecurity are coped with by preoccupation with the self and seeking the attention of others. Social media greatly facilitates this attention seeking and is widely accepted and used, with billions of users on Facebook, Instagram, Twitter and YouTube. These preoccupations are closely allied to the fantasy of entitlement (Bishop, 2002). The environmental causes of such behaviour can be divided into family related causes and institutional causes.

### **THE ROLE OF PARENTING DURING CHILDHOOD, THE FIRST ENVIRONMENTAL CAUSE**

As an environmental cause, I would like to address parenting and childhood first. According to Baker et al. (2018), most research findings are based solely on maternal data/perspectives, even though children are affected by the parental engagement of both mothers and fathers (Cox & Paley, 1997). More research on different family systems, such as single parent families and same sex families, needs to be carried out in order to examine the impact of both the father and the mother. In spite of the limitations of available research on the role of the father in the context of this essay, I will only discuss to the role of the mother with respect to impact of parenting on narcissistic behaviour and sense of entitlement among millennials. There is no intention to blame mothers.

According to Miller (1986), children have a legitimate need, which is an appropriate entitlement, to be paid attention to, understood, and respected by their parents. A healthy sense of self develops if the child can use the mother to obtain appropriate mirroring and empathy, for normal narcissistic development. The mother must allow herself to be used in this way. When the child can freely and spontaneously express emotions and impulses without fear of rejection, his or her sense of self is strengthened.

On the other hand, when the mother is not able to provide this narcissistic function for the child, and, on the contrary, needs narcissistic supplies herself, the child's normal, controlling omnipotence is disturbed (Bishop, 2002). Infantile omnipotence refers to the greatly exaggerated sense of self-importance that many very young children develop from the natural tendency to be "the center of their universe." The mother uses

the child as a “part object,” or narcissistic extension, for her own gratification. She may love her child passionately as her own self object, but this love is not for the child’s “true self.” Being forced into the role of narcissistic extension, a “false self,” is naturally resented by the child. This anger provides some of the impetus for the development of entitlement. However, as the child accepts this depriving arrangement, he or she may feel the promise of a magical, omnipotent relationship with the parent. This inclusion of the child into the narcissistic world of the parent encourages a sense of specialness in the child. However, the promise of specialness is severely frustrated by the parent’s true unavailability.

Kernberg (1986) noted that people with a strong sense of entitlement often occupied a pivotal point in their family structure, such as being the only child, the only “brilliant” child, or the one who is supposed to fulfil the family aspirations. Overgratification makes the child feel special, however this indulgence is not the same as attunement, for which the child is being deprived. Underlying this overvaluation of the child, however, is a lack of true relatedness, which is felt as a narcissistic injury. Therefore, the sense of specialness, and its associated sense of entitlement, may become a refuge for coping with the hurt feelings related to this injury.

In these circumstances the sense of self is precariously based upon rigid idealisations of the self and the other. In other words, without clearly differentiated self and objects representations, the original, normal omnipotence is not resolved. In this omnipotence, the individual experiences all objects as part of, or as controlled by, him- or herself (Morgan, 1985). This unresolved omnipotence comes to serve a defensive function to cope with helpless envy and rage provoked by the experience of feeling unloved and exploited (Kernberg, 1986). The anger may be projected out, resulting in paranoid fears of attack and destruction, or it may be directed as criticism toward the self.

Such self-condemnation leads to feelings of defectiveness and shame. In terms of relations, the critical, demanding parent is internalised as a harsh superego, by which the individual comes to deprive him- or herself. The person identifies with the aggressor, who “crushes her wishes.” Defense is needed against this internalised threat that impoverishes through fear and shame. Such efforts take the form of grandiosity, fantasies of power and greatness, and the devaluation of others, a defense, which in fact is modelled after the self-centered parent (Kernberg, 1986). One by-product of such poor superego integration may be the failure to internalise a value system patterned after the parents.

However, this provides some measure of self-esteem for the person. If a person suspects that he or she is the “worst,” the person has to be the “best” to have any value (Brand, 1968). Entitlement is naturally accompanying such self-inflation, demanding for compensation, a demandingness that the individual saw in his or her own parent.

Coen (1992) believes that the most malignant forms of entitlement occur when people feel they have been misused and exploited by parents, occasioning a feeling of having suffered unjustly. Fuelled by resentment, these people feel they can take what they want from others, in a reversal of the original exploitative parent-child relationship. Also, this anger and demandingness interfere with the ability to empathize with the needs and rights of others. Projections of feelings of shame and being unloved are projected onto others, justifying the devaluation of them, resulting in feeling some relief for the person’s own anxiety.

Parenting behaviours are affected by growing divorce rates (Wang, 2018). Globally, in the nearly four decades between 1970 and 2008, the divorce rate has more than doubled, from 2.6 divorces for every 1,000 married people to 5.5. Those results are averaged across all the regions of the world that they studied. Countries have a higher divorce rate when they have a higher level of economic development, when more of their women are in the workforce and the population is more highly educated.

Taking into account both divorce and non-marital childbearing, sociologist Paul Amato estimates that if the United States enjoyed the same level of family stability today as it did in 1960, the nation would have

750,000 fewer children repeating grades, 1.2 million fewer school suspensions, approximately 500,000 fewer acts of teenage delinquency, about 600,000 fewer kids receiving therapy, and approximately 70,000 fewer suicide attempts every year (Wilcox, 2019).

Higher divorce rates also occur in countries that are part of international organisations and treaties. Wang et al. (2018) believe that when nations sign onto international non-governmental organizations and treaties, they are more likely to be influenced by global norms and ideas such as individual rights, the importance of consent, and the freedom to choose one's own destiny. An example is the Convention to Eliminate All forms of Discrimination Against Women (CEDAW). The authors see a country's ratification of CEDAW as an indication of its "commitment to the cultural principles of individualism and gender equality." Nations with higher rates of membership in international non-governmental organisations and treaties have higher rates of divorce.

### **THE ROLE OF INSTITUTIONAL FACTORS, THE SECOND ENVIRONMENTAL CAUSE**

This leads me to the second cause for narcissistic behaviour and a strong sense of entitlement. I would like to address the role of institutional factors. According to philosopher Julian Baggini (2015), since the right to education was enshrined, students have slowly but surely come to see success as their due, rather than a reward for effort. An educational culture that values grades above all else is partly to blame. The roots of this culture of entitlement go deeper than recent education policy. According to Baggini, one event in particular played a crucial role in its creation: the adoption by the United Nations General Assembly of the Universal Declaration of Human Rights on 10 December 1948. Article 26 prescribes the right to education. Baggini argues that over time, populations in developed economies came to expect more and more positive rights. As the economy has grown, so has the availability of consumer goods, reflecting a good standard of living. The notion that we are we are entitled to basic human freedoms and public services has shifted to the idea that we are entitled to a good standard of living – and to an education that leaves us qualified to attain it.

According to Greenberger et al. (2008), parenting practices that lead to inflated self-esteem may encourage entitled attitudes and behaviour towards education. Parents who have very high achievement expectations for their children, and use social comparisons to motivate or guide their pursuit of excellence, may encourage the development of academic entitlement. In this type of family context, academically-entitled attitudes and behaviours may arise as a coping strategy for securing academic goals that are important to one's parents and, in many cases, oneself. This could lead to creating achievement anxiety in children and a focus on grades and extrinsic reward structures, supporting grade inflation and students shopping for easier courses or course instructors.

This development of educational entitlement seems to have shifted responsibility from the student on to the teacher. This also impacts development of character, as schools are protecting students from failure instead of providing a safe environment to develop resilience and determination.

Many members of Generation Y were raised under child-centric parental and educational philosophies that encouraged the development and protection of self-image (Holt et al., 2012; Twenge et al., 2012). Recently, this approach has been blamed for an increase in self-centered attitudes because it emphasized instilling self-esteem, but did not always link this esteem to skill development during the educational years (Twenge and Campbell, 2001), which should have led to the development of intrinsic satisfaction associated with mastery and learning (Greenberger, 2008).

Twenge et al. (2012) examined self-perceptions of academic ability, writing skill, self-confidence, and leadership potential among 6.5 million US undergraduates between 1966 and 2009. Interestingly, the authors found that they rated themselves more favourably than previous generations, but consistent with the definition of entitlement, scored worse on aptitude tests. Possibly because of the "trophies for all" mentality associated with their generations, many adolescents have difficulty comprehending that their

efforts may result in failure (Laird et al., 2015), in particular when many of the career goals and expectations from Generation Y are 'supersized,' unrealistic, and disconnected between reward and performance (Ng et al., 2010).

### **IMPACT ON THE WORKPLACE**

Many members of my generation and older generations are exposed to narcissistic behaviour and this strong sense of entitlement among members of Generation Y, mostly in the workplace (Twenge et al., 2008). Given the rise in narcissistic behaviour and strong sense of entitlement, the impact on the workplace will intensify, even though narcissistic behaviour and entitlement appear to diminish with age (Campbell, 2012). As the conversation with my friends shows, it is easy to condemn this behaviour and be frustrated about it, but having more life experience and in most cases being parents ourselves, we should be more aware of the causes for this behaviour if we want to deal with it more constructively.

Whereas parents have a preventive and protective role, the workplace needs to find ways to deal with the consequences of the increase in narcissistic behaviour and sense of entitlement within Generation Y. Companies are already making changes provide a suitable workplace, which accommodates to the work style and expectations of younger generations, in terms of restoring the disconnect of millennials between organizational commitment and workplace culture by providing onboarding sessions, more frequent feedback, and frequent rewarding individual performance (Stewart et al., 2017).

I consider these measures to have a responsive character and not impacting behavioural change, as it is rather accommodating. With people from Generation Y joining the workforce increasingly lacking value systems and behaving narcissistically and with a strong sense of entitlement, leading to conflict, companies should also be more assertive, or even pro-active in providing the right mindset through presenting a value system in the work place. Companies could live by a value system that provides a psychologically safe work environment which creates a safe place for members of the younger generations to fail and build resilience, while being held accountable and responsible for their own success, but also temper expectations of newcomers.

Heightened entitlement can be problematic in the workplace. In particular, research has associated the construct with conflict, abusive behaviour, job frustration, and low job satisfaction levels (Harvey and Harris, 2010; Harvey and Martinko, 2009), and subsequent high employment changes. According to the Ethics Resource Center's (2010) report, Generation Y is twice as likely as Generation X and three times as likely as Baby Boomers to consider leaving a job within one year. Similarly, Ng et al. (2010) found that half of their sample of Generation Y undergraduates did not want, or did not know if they wanted, to find long-term employment. This mentality partially might explain the short average tenure of 3.2 years for Generation Y vs 10.3 years for individuals 55 and older (US Department of Labor Statistics, 2013).

In a worst-case scenario, I foresee that career and job expectations are far away from what realistically can be offered, likewise for salary (growth) expectations. The lack of control to close this discrepancy, reinforced by lacking the required skills to actually do the expected job, will be answered by aggression, redress and revenge, as resilience and dealing with failure is not part of the employee's character. Job satisfaction levels will further decrease and job-hopping becomes the norm, leading to an even further deterioration of trust levels and relationship building. Ever younger employees will start having burnouts or other mental health issues, and these rates will further increase.

I am not advocating for a therapeutic role for the organisation towards people with mental health issues. First of all, an increase in this behaviour under adolescents does not mean that an entire generation is suffering from mental health. Secondly, people suffering from severe mental health issues should consult a therapist.

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## COMPANY VALUE SYSTEM TO CHANGE BEHAVIOUR

As mentioned earlier, I do not believe that the role of an employer is to be a therapeutic one. Also, I do believe that adopting the organisation culture to comfort the behaviour of narcissistic and entitled members of Generation Y is reactive and not dealing with a growing problem. This behaviour is caused by genetics, neurobiology and the environment, such as parenting and institutional factors; praise for showing up at work, having a rotation system for employee of the month, so that every team member is guaranteed to receive 15 minutes of fame, or providing fantasy job titles that make employees feel good, is not going to change behaviour.

As suggested by Argandona (2002), it is possible to distinguish between individual and group values. An organisation houses a variety of values, nurtured by the individuals that make it up. The concept known as pluralism (Argandona, 2002), refers to the existence of different values within an organisation and among its members. When an individual's values are aligned with organisational values, the individual's behaviour will reflect the goals of the organisation (Murray, Poole, and Jones, 2006).

Therefore, in order to brace for a worst case scenario happening in the organisation, but also to prevent value incongruence, I advise a company to build a value system that not only benefits the existing organisation, but also creates a safe place for newcomers from Generation Y with the safety and empathy that they need to change their behaviour towards themselves, their expectations, dealing with failure, building resilience, accepting accountability and focusing on human relationships.

An organisation could integrate and communicate a value system that provides for a culture in which authentic humanness has a central place. Authentic humanness unfolds through tenderness, compassion, and sympathy for people, especially for the suffering or distressed adolescents. Well-functioning groups are characterised by authentic humanness of the relationships between members, ideally pursuing the same objectives and sharing the same norms and values (Clarkson, 2003).

Lack of trust, or lack of authentic humanness, could negatively impact the motivation of the team members with a lower level of intrinsic motivation, who will not step forward to drive change and demonstrate their willingness to change their mindset. These individuals are not facilitated with the trust and compassion they need in order to cross their boundaries (Haan, 2011).

The company's value system could promote internalisation of behavioural change. For change in general but in particular for changing the mindset and behaviour, a prerequisite is that people are motivated to change, with the aim to make the change or the changed mindset part of the individual's nature: internalisation (Harakas, 2013). Internalisation is more likely to happen when there is support for the three essential human needs: relatedness, competence and autonomy. As an example, employee internalisation would most likely be strengthened in a work environment in which employees feel attached to and valued by their co-workers (relatedness). Internalisation is also supported by perceived competence so that social events such as feedback and rewards that strengthen individuals' feelings of competence during action can enhance motivation for that action. Finally, feeling autonomy, that is having a sense of volition, choice, and willingness, makes it more likely for individuals to internalize the responsibility for the change process and to integrate new behaviours.

The company's value system could foster intrinsic motivation to change behaviour, rather than extrinsic motivation, such as money, fame, and praise, which are only good instruments for achieving goals that have a non-behavioural character. Human motives vary along a continuum of relative autonomy, the self-determination continuum, which orders motives according to the degree to which the motivations are fully intrinsic. When individuals internalise a behaviour regulation, they accept the behaviour as having some personal importance and value. When individuals integrate a value or regulation, they transform and assimilate it to their self-concept (Harakas, 2013), which should be their true self instead of their false self.



The company's value system could motivate people to build high-quality relationships through communicating in a constructive way, both actively and passively, leading to respectful interaction and respectful engagement. These values increase information processing capacity by connecting employees who play distinct yet interdependent roles in the organization. High-quality relationships create a positive social context in which people trust each other and feel safe to perform and act. People act in positive ways toward each other and are enabled to act by shared and communal structures, cultures, and processes. Trust relates to perceived organizational support or general beliefs concerning the extent to which the organization values and appreciates the employee's contribution and cares about their well-being. Psychological safety is about feeling comfortable to take interpersonal risks and refers to a belief that an employee is able to express his or her self without fear of negative consequences to self-image, status, or career. According to the study of Carmeli & Gittell (2008), the impact of high-quality relationships and psychological safety at work on learning from failures, is significant.

### **CONCLUDING REMARKS**

There is indeed an increase in narcissistic behaviour and a strong sense of entitlement among Generation Y. Besides genetic and neurobiological factors, this partly caused by parenting and partly by institutional factors. The mental health issues and the development of false self, have implications on the workplace. Members of Generation Y demonstrating such behaviour have grandiose expectations of themselves, often lack the required skillset to meet these expectations, resulting in failure, for which they have not developed resilience.

Therapists offer support to individuals suffering from mental health problems, but companies have a role in providing a value system place for newcomers with the safety and empathy that they need to change their behaviour. According to Twenge & Campbell (2018), organizations and managers who understand the deeper generational differences will be more successful in the long run as they manage their young employees, finding ways to accommodate differences in some cases and exert constructive counterpressure in others. The profits of the twenty first century will go to businesses that can harness the unique traits of Generation Y to their benefit and that of their company.

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