



Validation of employee entitlement scale at mexican population

Validación de una escala de sobremerecimiento (entitlement) laboral en la población mexicana

Oscar Eliud Ortiz-Mendoza^{*}, Sergio Madero-Gómez

Tecnológico de Monterrey, México

Received September 12, 2021; accepted June 27, 2022

Available online September 7, 2023

Abstract

Now a days an increase in entitlement, a sense of excessive deserving or over-deserving, has been observed, as well as the effects it produces in different contexts such as family, school and work. Although consciously or unconsciously actions have been taken to manage it, there are not always instruments that allow its effects to be quantified and managed. This research aims to obtain an instrument to measure employee entitlement that shows evidence of reliability and validity for the Mexican population, based on the instrument proposed by Westerlaken et al. (2017). Evidence is shown that after some adjustments a valid and reliable instrument was reached, in addition to showing that the employee's entitlement is a different construct from the psychological entitlement, which is useful to justify the measurement of this construct, since it is the initial step to find a way to manage it.

JEL Code: D23, J24, M54

Keywords: entitlement; psychological entitlement; employee entitlement; scale development; validity and reliability

^{*} Corresponding author.

E-mail address: oscareliud@tec.mx (O. E. Ortiz Mendoza).

Peer Review under the responsibility of Universidad Nacional Autónoma de México.

<http://dx.doi.org/10.22201/fca.24488410e.2022.2694>

0186- 1042/©2019 Universidad Nacional Autónoma de México, Facultad de Contaduría y Administración. This is an open access article under the CC BY-NC-SA (<https://creativecommons.org/licenses/by-nc-sa/4.0/>)

Resumen

Recientemente se ha observado un incremento del entitlement, sentido de merecimiento excesivo o sobremerecimiento, así como de los efectos que produce en diferentes contextos como el familiar, escolar y laboral. A pesar de que consciente o inconscientemente se han realizado acciones para gestionarlo, no siempre se cuenta con instrumentos que permitan cuantificar sus efectos, y gestionarlos. La presente investigación pretende obtener un instrumento para medir el entitlement laboral que muestre evidencia de confiabilidad y validez para la población mexicana, basado en el instrumento propuesto por Westerlaken et al. (2017). Se muestra evidencia de que luego de algunos ajustes se alcanzó un instrumento válido y confiable, además de mostrar que el sobremerecimiento laboral es un constructo diferente al sobremerecimiento psicológico, lo que resulta de utilidad para justificar la medición de este constructo, pues es el paso inicial para buscar la forma de gestionarlo.

Código JEL: D23, J24, M54

Palabras clave: sobremerecimiento; sobremerecimiento del empleado; sobremerecimiento laboral; desarrollo de escalas; validez y confiabilidad

Introduction

The construct of entitlement has had different meanings when studied in various disciplines, such as marketing and human resources. Consequently, Naumann, Minsky, and Sturman (2002), Wang and Zhang (2021), and Zboja, Brudvig, Laird, and Clark (2021) recognize that it is a relevant construct for research and for the practice of management theory. Rico, Alcover de la Hera, and Tabernero (2010) recognize the need for studies to establish relations between individual behaviors and their effects on the efficiency of the work team. Despite this great interest, the measurements used in empirical studies had only measured entitlement from the perspective of psychology, seeing the construct only as mono-dimensional. This was before the work done by Westerlaken, Jordan, and Ramsay (2017), who proposed a measurement with multiple dimensions and whose significant contribution to the study of this topic related to human behavior adds value to organizational theory (Bao-yu et al., 2020; Joplin, Greenbaum, Wallace, & Edwards, 2019; Laird, Zboja, Harvey, Victoravich, & Narayan, 2021; Naumann, Zheng, & Basit 2021; Neville & Fisk, 2019; Rousseau, Sitkin, Burt, & Camerer, 1998).

There has been an increase in recent years in some people's perceptions of what they 'must have,' what they 'wish to have,' and finally, the satisfaction of 'having achieved what they were looking for immediately at the moment they wanted it,' without considering the positive or negative implications for other people or even for themselves, both in the medium and long term (Fisk, 2010; Jordan, Ramsay, & Westerlaken, 2017). Some authors have recognized this self-perception of having a preferential right to receive different and special treatment with the term entitlement, describing and classifying it into different types from various points of analysis, such as psychological entitlement, academic entitlement,

and occupational entitlement (Bedi, 2021; Campbell, Bonacci, Shelton, Exline, & Bushman, 2004; Harvey & Martinko, 2009; Grubbs & Exline, 2016; Westerlaken et al., 2017; Zupan, Dziewanowska, & Pearce, 2017; Zitek & Jordan, 2019).

In Spanish-speaking publications, the words “psychological entitlement” (Mola, Saavedra, Reyna, & Belaus, 2013; Jiménez-Moya, Navarro-Mantas, Willis, Nonami, & Rodríguez-Bailón, 2015), “abuse” (Littlewood & Bernal, 2016), and “superiority” (Madero, Guardiola, & Elizondo, 2017) have been used to identify entitlement. Nonetheless, considering that entitlement is defined as a person’s excessive self-esteem that leads them to consider themselves as special, as deserving of differentiated considerations from others—with preferential treatment and special rewards, without making an effort or giving something in return, due to the perception that such preferential benefits should be received because they deserve them (Heath, Knez, & Camerer, 1993; Naumann et al., 2002; Jordan et al., 2017; Westerlaken et al., 2017)—in this paper, it is proposed that the term over-deserving (*sobre-mercimiento*), or perception of over-deserving (*percepción de sobre-mercimiento, en español*), best identifies this construct and will be the one that will be used.

This work aims to obtain an instrument to measure employee entitlement that shows evidence of reliability and validity for the Mexican population, based on the instrument proposed by Westerlaken et al. (2017), so that organizations can be offered a tool that allows them to evaluate their collaborators in this construct and future lines of research on the topic can be enabled. It is intended that this adaptation will allow the study of these issues in the Spanish-speaking population to be expanded.

This paper is divided into three sections. It begins with a theoretical review of the conceptual aspects and the effects attributed to entitlement in the management literature, followed by the methodological process consisting of the design, development, and validation of the instrument for measuring employee entitlement, and finally, a discussion of the results to outline the conclusions, limitations, and suggestions for future studies.

Literature review

Although entitlement is relatively recent for organizational psychology, different social sciences have already worked with the term giving it a construct treatment, but each has done so from its own perspective (Jiménez-Moya et al., 2015; Vatankhah & Raoofi, 2018; Kalargyrou, Kalargiros, & Harvey, 2019), which caused inconsistencies in its use and prevented the generalization of the research (Jordan et al., 2017). The administrative sciences were integrated some time later into this discussion, but they were supported by the different previous studies, mainly those from psychology (Naumann et al., 2002). In the reviews, a

common element is identified among the different perspectives from which the subject has been studied, related to the perception that preferential treatment should be received.

Regarding this characteristic in common, Harvey & Martinko (2009) add that this belief is not limited to considering that one has a “right to receive something,” such as when one does exceptional work or achieves an outstanding accomplishment. It is about “having a preferential right to receive rewards and a differentiated treatment with respect to the rest of the people,” while the others must maintain “the disposition to satisfy their desires and needs,” with satiety and personal pleasure as a priority.

There is evidence that entitlement is present in the millennial generation (born between 1982 and 2002), considered by some as part of their professional development (Hurst & Good, 2009). It is a challenge for organizations today (Tomlinson, 2013), a factor that alters the perception of organizational justice and interaction with technologies (Gong et al., 2018; Rahaei & Salehzadeh, 2020) and the ethical behavior of leaders in organizations (Lee, Schwarz, Newman, & Legood, 2019). Alexander and Sysko (2012) indicate three factors with which psychological entitlement is related: a) Overprotective parents, who do not allow their children to develop adequate levels of independence by preventing them from facing the consequences of their actions, or seeking to satisfy all their needs “to prevent them from suffering,” but also preventing them from making an effort; b) Practices of “trophies for everyone,” where there are no losers, everyone receives medals, with which parents present their children as trophies before others, children constantly hear that “they are the best,” that “they are very good at what they do,” and coming from their parents, they believe it; c) Annoyed or frustrated parents, who try to live through their children, “so that the children be what they could not be,” causing a series of interpersonal conflicts between them, as mentioned by Jassawalla & Sashittal (2017).

Although in some research the concept of entitlement was considered a secondary element and part of a larger construct (Miller, 2015; Miller & Gallagher, 2016)—as in the case of the narcissistic personality inventory (Freis & Hansen-Brown, 2021; Raskin & Terry, 1988) and the instrument to measure sensitivity to fairness (Huseman, Hatfield, & Miles, 1985)—over time entitlement was considered as an entity in itself that should be studied and measured independently (Campbell et al., 2004). Rosenthal et al. (2019), Brunell & Buelow (2018), Li (2021), and Frias-Armenta, Corral-Frias, Corral-Verdugo, & Lucas (2021) have been analyzing it from various points of view and ways of measuring it.

People’s perception of deserving what they have earned, as well as exercising or demanding the right to receive a reward that has been achieved by merits, is not something negative, but rather something that should be promoted together with the individual’s self-esteem. Nonetheless, when a person considers that they should receive a reward greater than that corresponding to their abilities and efforts, this feeling is called psychological entitlement. It has been identified as a perception with negative implications, both

for the environment and for the people around the person with this perception, as Hochwarter et al. (2010) pointed out.

There is evidence that job entitlement is related to a variety of negative behaviors in people, such as aggressiveness (Campbell et al., 2004), abuse (Harvey & Harris, 2010), manipulation (Naseer et al., 2020), job dissatisfaction (Laird, Harvey, & Lancaster, 2015; Lange, Redford, & Crusius, 2019), and focus on personal gain (Hochwarter et al., 2007). Some of these are caused by a lack of reciprocity with peers and the organization, as Westerlaken et al. (2017) noted. This affects the psychological contract of mutual benefit (Naumann et al., 2002, Langerud et al., 2022), generating conflicts that can decrease the satisfaction and psychological well-being of employees (Priesemuth & Taylor, 2016) and consequently, the ability to solve problems together.

Other authors have reported deleterious behaviors related to entitlement, such as low work orientation and social engagement (Greenberger, Lessard, Chen, & Farruggia, 2008), reduced ability to forgive in interpersonal relations and increased hostility or conflict of individuals with their peers (Jordan et al., 2017), conflicts with supervisors (Liang et al., 2016; Harvey & Martinko, 2009), abuse toward co-workers (Harvey & Harris, 2010), the creation of a hostile and stressful environment for colleagues in a workplace (Hochwarter et al., 2007), lack of fulfillment in work expectations (Hurst & Good, 2009), and a counterproductive effect on their work often leading to low productivity (Lee et al., 2019).

In general, those with high levels of entitlement have difficulty resolving conflicts in their relations with others since they tend to seek their own gain or benefit above others, which affects the latter. Therefore, people who must negotiate with someone who has high levels of entitlement sometimes see their functionality and effectiveness compromised, having to incur in additional and unexpected costs (Jordan et al., 2017), such as economic rewards, wage increases, and termination costs, among others, which can cause organizations to deviate from their objectives and the optimal level of operation (Miller, 2015).

Various studies have recognized entitlement as an entity in its own right, acknowledging that it should be studied and measured without necessarily linking it to other concepts as it was approached in the past (Campbell et al., 2004). Table 1 shows various empirical studies related to this construct, highlighting the conceptual aspects and how they were measured.

Table 1
 Definitions and measurements of entitlement

Construct	Definition	Measurement
Sensitivity to equity	“People with entitlement prefer results (or outputs) to outweigh contributions (or inputs)” (Huseman, Hatfield, & Miles, 1985).	Instrument proposed by Huseman, Huseman <i>et al.</i> (1985).

Other implications of equity sensitivity	People with entitlement consider that everything they receive is because they deserve it; therefore, they have low reciprocity. Their sensitivity to fairness affects their perception of ambiguous elements such as results or contributions (Huseman, Hatfield, & Miles, 1987).	Instrument by Huseman <i>et al.</i> (1985)
Sub-clinical narcissism	The individual feels they deserve special privileges vis-à-vis other people while having exemptions from social norms (Raskin & Terry, 1988).	Raskin and Terry Narcissistic Personality Inventory (1988)
Satisfaction with wages	It uses the relative deprivation theory to indicate that people will feel dissatisfied when their salary differs from what they expected or compared to others (Sweeney, Mcfarlin, & Inderrieden, 1990).	It uses a single item in 3 of 4 experiments, and in the 4th experiment, it uses 2 items, Sweeney <i>et al.</i> (1990).
Strategic Entitlement Management	They present a model of how entitlement arises and the strategic relevance of its proper management for change management (Heath <i>et al.</i> , 1993).	The evidence is an article from a theoretical perspective.
Job satisfaction	People with entitlement show lower levels of job satisfaction (King & Miles, 1994; King, Miles, & Day, 1993).	Instrument by Huseman <i>et al.</i> (1985)
Psychological Entitlement	Psychological entitlement as an ingrained perception that one deserves more and has superior rights compared to others (Campbell <i>et al.</i> , 2004)	Instrument proposed by Campbell <i>et al.</i> (2004).
Psychological Entitlement	Psychological entitlement is the sustained perception that one should receive special treatment, regardless of merit (Harvey & Martinko, 2009).	Derber Instrument (1978)
Labor Entitlement	Employee or labor entitlement exhibits itself with a sense of excessive self-reward and a belief of having an automatic entitlement to receive privileged treatment in the workplace (Westerlaken <i>et al.</i> , 2017)	Instrument with multiple dimensions proposed by Westerlaken <i>et al.</i> (2017).

Source: created by the authors

Continuing with the conceptual analysis of the work carried out, it can be observed that Huseman *et al.* (1985) try to make relevant contributions to the theory of equity, testing the assumption that people will feel dissatisfaction when they are overcompensated or undercompensated. To this end, they propose an instrument with five items, each one posing a work situation, which can be related to a benevolent response or to an over-deserving response. The participant has 10 points that can be distributed among each option presented, and they will distribute the most points in those response options. The person with entitlement is expected to allocate the most points to the option that matches this preference, while the equity-sensitive person is expected to have their points distributed equally between the two

options. This instrument does not pretend to measure the “entitlement level.” Instead, it seeks to place the person in one of its three classifications. It was used to analyze the relationship of sensitivity to fairness with ambiguous elements in the organization and reciprocity (Huseman, Hatfield, & Miles, 1987) and later to search for the relationship between entitlement and job satisfaction (King & Miles, 1994; King et al., 1993). For their part, Littlewood & Bernal (2016) also relied on this proposal to develop a measurement with items in Spanish to measure what they identified as abuse.

Sweeney et al. (1990) carried out four experiments; in three of them, they measured entitlement through one item, while for the last one, they used a two-item scale. They established that people with a higher level of this variable were more likely to be dissatisfied with their salary.

Campbell et al. (2004) show evidence of the behaviors they expect among individuals who report a higher level of psychological entitlement. The properties of this scale were evaluated by Mola et al. (2013), identifying it in Spanish as *derecho psicológico* the term superiority to identify the construct studied.

Harvey & Martinko (2009) adopted an instrument to measure psychological entitlement proposed by Derber in 1978. According to the authors, the instrument consists of 4 items; the first two analyze the social contract component of entitlement, while the last two assess outcomes that violate the perception of entitlement.

Method

The quantitative research process was initiated once the research objectives had been defined and the literature review had been carried out. Subsequently, the goals of the project approach were established to identify various aspects of interest related to the previously mentioned objectives.

Definition of the variables

Westerlaken et al. (2017) mention that labor entitlement manifests itself with a sense of excessive self-reward and a belief of having an automatic right to receive privileged treatment in the workplace. In their work, they propose that employee entitlement has three dimensions: 1) Reward as a right (RD, ‘regardless of company status or performance, I should be rewarded,’ $\alpha=.83$); 2) Self-focus (EUM, ‘I deserve special treatment and everything I do should serve me for something,’ $\alpha=.76$); 3) Excessive self-reward (ARE, ‘as my skills and abilities are exceptional, I deserve an exceptional reward,’ $\alpha=.63$).

Campbell et al. (2004) define psychological entitlement as an ingrained perception that a person deserves more and has superior rights with respect to others. In addition to developing a scale to measure

psychological entitlement with nine items ($\alpha=.85$) using a seven-option Likert scale (strongly disagree - strongly agree), a set of studies was carried out to validate and analyze the reliability of this instrument.

Finally, Raskin & Terry (1988) define subclinical narcissism as the case in which the individual has the expectation of deserving special privileges vis-à-vis other people while at the same time having exemptions from social norms. They propose the Narcissistic Personality Inventory (NPI), which is composed of 7 factors: authority (8 items, $\alpha=.73$), exhibitionism (7 items, $\alpha=.63$), explosiveness (5 items, $\alpha=.52$), self-sufficiency (6 items, $\alpha=.50$), superiority (5 items, $\alpha=.54$), vanity (3 items, $\alpha=.64$), and entitlement (6 items, $\alpha=.50$). This scale recognizes entitlement as a key component of subclinical narcissism, but it remains a secondary element, which is part of a higher concept. Miller & Gallagher (2016), Miller (2015), García & Cortés (1998), and Trechera, Millán, & Fernández (2008) also perform measurements on the subject.

Operationalization of the variables

The way in which each of the variables used in the measurement instrument is integrated is shown below. Table 2 shows the various items that comprise the scale developed by Westerlaken *et al.* (2017) and that will be used in this research.

Table 2
 Items used in the measuring instrument

Dimension	Items
Reward as a right (RD) ($\alpha = .83$)	1.- I should have an increase in my wage if I perform my work at a satisfactory level. 2.- I expect an increase in my wage regardless of the organization's performance. 3.- I expect to be able to delegate tasks that I do not want to do. It is my employer's (company's) responsibility to set goals for my career. 5.- I expect to receive an annual bonus as a reward for what I do. 6.- I expect to have opportunities for promotions on a regular basis. 7.- I deserve a better wage than others. 8.- Employees should be rewarded for average performance. 9.- I should have the right to demand work that is interesting to me.
Self-focus (EUM) ($\alpha = .76$)	10.- I expect to have breaks at work whenever I want. 11.- I should be able to leave my job whenever I want. 12.- Employers (company) must accommodate my personal circumstances. 13.- It is the organization's fault if I do not fulfill the job requirements. 14.- I deserve preferential treatment at work.

Excessive self-reward (ARE) ($\alpha = .63$)	15.- I believe I have exceptional skills and abilities. 16.- I only want to work in positions that are key to the organization's success. 17.- Any organization should be grateful to have me as an employee. 18.- I want to work in positions that significantly influence the rest of the organization.
---	--

Source: created by the authors based on Westerlaken *et al.* (2017).

Table 3 shows the various items that comprise the scale developed by Campbell *et al.* (2004) used in the present study.

Table 3
 Items used in the measuring instrument

Dimension	Items
Psychological entitlement (EPS) ($\alpha = .85$)	1. I honestly feel that I deserve more than other people. 2. I deserve great things to happen to me. 3. If I were on the Titanic, I would deserve to be in the first lifeboat. 4. I demand the best because I deserve it. 5. I don't necessarily deserve special treatment. 6. I deserve more in my life. 7. From time to time, people like me deserve more breaks. 8. Things should go my way. 9. I deserve more than what I have.

Source: Adjusted items based on Campbell *et al.* (2004); Mola *et al.* (2013)

Finally, Table 4 shows the various items that comprise the scale developed by Raskin and Terry (1988) and that are used in the present study.

Table 4
 Items used in the measuring instrument

Dimension	Items
Entitlement as part of the narcissistic personality inventory (ENAR) ($\alpha = .50$).	1.- I will never be satisfied until I get what I want. 2.- I expect to receive excellent treatment from other people. 3.- I want to achieve "something" in the eyes of the world. 4.- I have a strong will to attain power. 5.- I insist on being treated with due respect. 6.- If I ruled the world, it would be a better place.

Source: created by the authors based on Raskin & Terry (1988)

Design of the measuring instrument

An online questionnaire with 37 items was designed on the Qualtrics platform, of which 4 items are for demographic data, and the remaining 33 are divided into three constructs:

Employee entitlement (18 items) adapted from Westerlaken *et al.* (2017), see Table 2

Psychological entitlement (9 items) adapted from Campbell *et al.* (2004), see Table 3

Entitlement as a dimension of subclinical Narcissism (ENAR) (6 items) adapted from Raskin & Terry (1988), see Table 4

The format of the measurement scales is Likert type, with 1 being “totally disagree” and 5 “totally agree.” The research was conducted in Monterrey, Nuevo León, Mexico, using non-probabilistic sampling. Data collection was carried out through the authors’ contact networks, emphasizing that they had to be of legal age and with work experience, achieving a total of 1062 data, divided into three tests: 245 for the first test from January to February 2018, 285 for the second test during August 2019, and finally 532 with data collected between February and October 2020.

Statistical analyses were performed using IBM-SPSS version 24 software. It is important to mention that the results presented below are only valid for this group of people and cannot be generalized to the population; although an acceptable sample size was obtained for the research work, it is not a representative sample of the entire population.

Validation of the instrument

The process recommended by Parasuraman, Zeithaml, & Berry (1988) was followed to validate the instrument. A comprehensive reading of the text, translation into Spanish, adaptation of implications, and subsequent translation into English of the items of Westerlaken *et al.* (2017) were carried out to confirm whether the original questionnaire had the same idea (see Table 2). Subsequently, it was presented to experts in organizational behavior and the measurement of other people’s psyche to find their opinion on the matter. The instrument was then applied in three field tests with non-probabilistic convenience sampling. These three field tests were carried out through an iterative process of improvement, considering the results of the first test, in which not all the proposed items were able to measure what they should measure. Some adjustments were made to the instrument expecting to measure work entitlement unidimensionally. Nevertheless, the result differed, so a third test was conducted to confirm that the items were grouped in two dimensions to measure labor entitlement.

Field test results

First test

For the first test, the instrument of 37 items designed was applied. The measurement instrument was applied to 245 people, of which 52.2% are women and 47.8% are men, ranging from 18 to 39 years old. According to Lastner and Taylor (2015), these characteristics are of interest in the study of the subject of entitlement. Proceeding with the corresponding statistical analyses, a KMO= .798 was obtained, and Bartlett's test of sphericity resulted = 2 581.935 (153 gl, $p = .000$), so it was considered appropriate to proceed with the factor analysis. A maximum likelihood extraction method was used with an oblimin rotation, and the model was restricted to 3 factors.

Table 5
 Factor loadings resulting from the first test

Items	Components		
	Self-focus	Reward as a right	Excessive self-reward
EUM01	.910		
EUM03	.825		
RD09	.614		
RD06		.858	
RD05		.809	
RD07		.751	
RD08		.652	
RD03		.545	
RD02		.541	
RD04		.427	
RD01		.330	
ARE02			.889
ARE01			.839
ARE03			.783
EUM05			.597
ARE04			.397
Cronbach's alpha	.792	.802	.746

Source: created by the authors

As can be observed in Table 5, each dimension proposed by Westerlaken *et al.* (2017) obtained at least 2 items with loadings above .800 and at least 3 items with loadings above .600, achieving convergence and divergence. Likewise, once translated into Spanish and applied to the Mexican population, some items measure a dimension different from the original proposal.

Table 6
 Factor loadings resulting from the test of the complementary scales

Items	Components	
	Psychological Entitlement	Entitlement NPI
EPS_09	.847	
EPS_03	.845	
EPS_08	.829	
EPS_01	.775	
EPS_07	.751	
EPS_06	.733	
EPS_04	.684	
EPS_02	.442	
ENAR_03		.827
ENAR_05		.806
ENAR_04		.698
ENAR_01		.656
ENAR_02		.632
ENAR_06		.512
EPS_05		
Cronbach's alpha	.825	.849

Source: created by the authors

As for the complementary scales, the result of the factor analysis is shown in the Table, and the rotated matrix of components is observed where most of the items show convergence and divergence in the corresponding scale. Only the item “EPS05 - I don't necessarily deserve special treatment” will be removed because it apparently does not contribute to its respective measurement. Performing the corresponding reliability analysis, a Cronbach's alpha index of 0.850 was obtained for the items of the psychological entitlement scale, Campbell et al. (2004), and for the other component resulting from the ENAR construct, Raskin & Terry (1988), a Cronbach's alpha = .849 was obtained.

A confirmatory factorial model of structural equations was generated to verify the relation between the different variables and the constructs proposed. For this model, the two most significant items of the best-measured dimensions of employee entitlement (Self-Focus and Reward as a Right) and the three most significant items in each of the added complementary scales were retained. This analysis was carried out using SPSS 24 and the AMOS 18 add-on. Absolute fit indices of the model were obtained with a CMIN/DF of 1.489 and an RMSEA of 0.064, both indicators of good fit. As incremental fit indices, NFI of .927, RFI of .900, CFI of .974, IFI of .975, and TLI of .965 were obtained, which confirm that it is a good model for explaining the relations between the observed and latent variables. As for the parsimony indicators, PNFI of .674 and PCFI of .709 were obtained, both reaching the minimum value of .500 recommended by some authors (Hooper, Coughlan, & Mullen, 2008). These fit factors indicate that the items to measure each dimension converge in the corresponding dimension and simultaneously verify the divergence from the other dimensions.

Figure 1 shows that there is a significant relation between the dimensions measured by Westerlaken et al. (2017) and Campbell et al. (2004), while the relation between these two and the one proposed by Raskin & Terry (1988) is lower. By performing structural equation modeling, evidence was found that the construct of psychological entitlement (Campbell et al., 2004)—strongly supported and used in different research—and employee entitlement (Westerlaken et al., 2017)—recently proposed—are closely related, but still different, thus confirming that they should be measured and studied in a differentiated manner. Based on this evidence from the sample, it can be expected that the person who shows psychological entitlement in their daily life or in personal dealings will probably transfer it to the work environment if they find triggers in the work environment, which is consistent with the theory that the individual’s personality affects their work relations. Therefore, both instruments can be used in a complementary manner by organizations to evaluate their employees or candidates and consider this element in the comprehensive management of organizational talent.

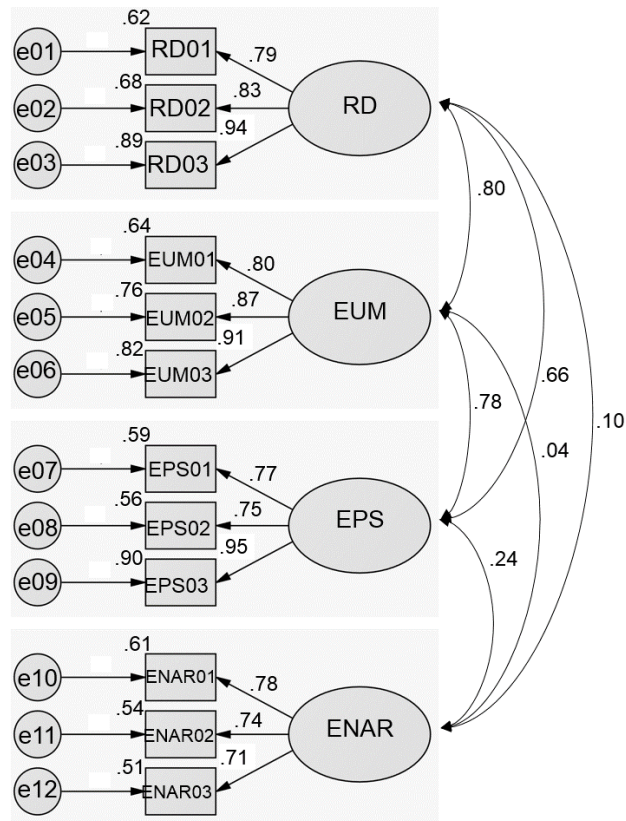


Figure 1. Structural equation model of the proposed instrument
 Source: created by the authors

On the other hand, entitlement as part of the narcissistic personality inventory (Raskin & Terry, 1988) seems to be a higher level of entitlement, so it could be used to confirm conflicts caused by excessive entitlement and not as a complementary scale in an initial diagnosis.

Second test

Based on the results obtained in the previous tests, it was decided to adjust the initial wording of the original instrument from Westerlaken *et al.* (2017) by selecting the most representative items to measure job entitlement (MERECLAB) unidimensionally; these are shown below:

- a.- A company's employees should be rewarded for their good work.
- b.- I deserve the opportunity to have a good job.
- c.- I should have an increase in my wage if I perform my job at a satisfactory level.
- d.- I deserve preferential treatment in the work I perform.
- e.- I deserve a better wage than others in my next job.
- f.- Any organization should be grateful to have me as an employee for a job in the future.

Table 7
 Factor loadings resulting from the second test

Items	Components	
	Job entitlement 1	Job entitlement 2
MERECLAB-e	.838	
MERECLAB-d	.695	
MERECLAB-f	.520	
MERECLAB-a		.820
MERECLAB-b		.755
MERECLAB-c		.537
Cronbach's alpha	.724	.732

Source: created by the authors

For this second test, 285 responses were obtained, of which 60% were male and 40% female. To continue the validity and reliability tests, the corresponding statistical analyses were carried out, obtaining a KMO= .701 and Bartlett's test of sphericity = 449 500 (15 gl, p = .000), so it was considered appropriate to proceed with the factor analysis, based on the behavior of the previous data and the previous results. A maximum likelihood method was used, based on extraction of eigenvalues, with an oblimin rotation, resulting in two dimensions being formed with three items each and higher loadings of .520, achieving convergence and divergence of the original instrument instead of a unidimensional instrument, with an explained variance of 67% (see Table 7). Job entitlement appears to be multidimensional, with one dimension focused on the self and another concerning comparison with others.

Third test

Finally, the adjusted instrument was used again in the third application to test the 2 dimensions. 532 responses were collected between February and October 2020, of which 58.2% were male, and the remaining 41.8% were female. From these data, a KMO= .738 and Bartlett's test of sphericity = 850 782 (15 gl, p = .000) were obtained, so it was considered appropriate to proceed with the factor analysis, considering the behavior of the previous data and previous results. A principal components method was used, based on an eigenvalue extraction, with a varimax rotation, and it was observed that the same two dimensions were formed with the three items each and higher loadings of .449, with an explained variance of 66% (see Table 8).

Table 8
 Factorial loadings resulting from the third application

Items	Components	
	Job entitlement 1	Job entitlement 2
MERECLAB-e	.868	
MERECLAB-d	.795	
MERECLAB-f	.520	
MERECLAB-b		.763
MERECLAB-a		.635
MERECLAB-c		.449
Cronbach's alpha	.772	.667

Source: created by the authors

Discussion

According to the literature review, people with feelings of psychological entitlement, measured by the Campbell et al. (2004) instrument, transfer this perception of entitlement to their work area; measured by the Westerlaken et al. (2017) instrument, the results obtained in the first test show evidence of this relation. These people apparently begin by disrupting their personal relations and demanding special treatment from their cohabitants. When they arrive at their place of work, they demand preferential treatment with respect to their co-workers without showing why they should deserve such treatment. Ultimately, they will end up with a perception of unfulfilled expectations in a psychological contract that is advantageous or biased due to their perception of entitlement. This affects their job satisfaction.

This first test answers the call for research on entitlement in specific contexts, in this case the workplace (Jordan et al., 2017), as it demonstrates that the psychological entitlement construct differs from the job entitlement construct.

Tests two and three show that it was necessary to adjust the instrument proposed by Westerlaken et al. (2017) to measure job entitlement. In addition, this construct is multidimensional. With the factor analyses, it was found that the items showed convergence and divergence in two dimensions, one that focuses on items related to self-perception and another on perception with respect to others. This is supported by the key elements in the definition of job entitlement and the dimensions integrated into the instrument, “I deserve to be rewarded, regardless of my performance, and I deserve special treatment with respect to my co-workers.”

Conclusions

The empirical results of this study suggest some tentative conclusions. Nonetheless, it should be pointed out that a basic contribution of this study—which can be considered a relevant contribution to the study of people’s behavior—is to share a measurement instrument that fulfills the characteristics of validity, reliability, and consistency to be used for Spanish-speaking people. This instrument makes it possible to initiate other studies and even conduct experiments to regulate employees’ entitlement levels.

It is important to mention that the study of entitlement is relevant because of all its implications from the psychological, labor, academic, and probably social point of view. Therefore, it is important to continue to study the various constructs that make it up, as well as its components and its positive and negative effects, and to identify the new light that it sheds on the question, which could be useful for the design of future research on the subject. Therefore, it will be possible to explain behavior that does not coincide with the principles of equity of society, as well as the policies and procedures of organizations. This might suggest that different negotiation models need to be developed or adopted.

One of the limitations of this research is that, despite having an acceptable sample size for a study, it does not allow the results to be generalized for the entire population. One significant aspect to consider in all research is the integration of a group of demographic variables that can be controlled and that are the basis for analyzing the information obtained, such as gender, year of birth, marital status, rank in the organization, industrial sector to which employees belong, level of education and nationality, to obtain evidence for the results to be extended even to Spanish-speaking countries. At the same time, once the instrument has been validated, it could be interesting to carry out studies that relate employee entitlement with variables such as reciprocity, sensitivity to equity, organizational commitment, and turnover intention, among others, and to make contributions to this topic in the Latin American context. It would thus be possible to experiment with measures to manage this phenomenon.

References

- Alexander, C., & Sysko, J. (2012). A Study of the Cognitive Determinants of Generation Y's Entitlement Mentality. *Academy of Educational Leadership Journal*, 16(2), 63–68. Disponible en: <https://www.abacademies.org/journals/month-june-year-2012-vol-16-issue-2-journal-aelj-pastissue.html>. Consultado: 06/09/2022.
- Bao-yu B., Xu-yun T., Ning Z., & Ying Y. (2020). Social dominance orientation and selfish behaviors in Chinese adolescents: The mediating role of psychological entitlement, *Child Indicators Research*, 13(3). 981-991. <https://doi.org/10.1007/s12187-019-09695-7>
- Bedi, A. (2021). But I Deserve It! A Meta-analytic Review of Employee Entitlement. *Journal of Managerial Issues*, 33(2), 191–209. Disponible en: https://www.pittstate.edu/business/_files/documents/jmi/jmisummer2021.pdf. Consultado: 06/09/2022.
- Brunell A.B. & Buelow M.T. (2018) Using Homogenous Scales to Understand Narcissism: Grandiosity, Entitlement, and Exploitativeness. In: Hermann A., Brunell A., Foster J. (eds) *Handbook of Trait Narcissism*. Springer, Cham. https://doi.org/10.1007/978-3-319-92171-6_14
- Campbell, W. K., Bonacci, A. M., Shelton, J., Exline, J. J., & Bushman, B. J. (2004). Psychological Entitlement: Interpersonal consequences and validation of a self-report measure. *Journal of Personality Assessment*, 83(1), 29–45. https://doi.org/10.1207/s15327752jpa8301_04
- Derber, C. (1978). Unemployment and The Entitled Worker: Job-Entitlement and Radical Political Attitudes Among The Youthful Unemployed, *Social Problems*, 26(1), 26-37. <https://doi.org/10.2307/800430>
- Fisk, G. M. (2010). “I want it all and I want it now!” An examination of the etiology, expression, and escalation of excessive employee entitlement. *Human Resource Management Review*, 20(2), 102–114. <https://doi.org/10.1016/j.hrmr.2009.11.001>
- Freis, S., & Hansen-Brown, A. (2021). Justifications of entitlement in grandiose and vulnerable narcissism: The role of injustice and superiority. 168. <https://doi.org/10.1016/j.paid.2020.110345>
- Frías-Armenta, M., Corral-Frías, N.S., Corral-Verdugo, V., & Lucas, M. Y. (2021). Psychological Predictors of Precautionary Behaviors in Response to COVID-19: A Structural Model. *Frontiers in Psychology*. 12:559289. <https://doi.org/10.3389/fpsyg.2021.559289>
- García, J. M., & Cortés, J. F. (1998). La medición empírica del narcisismo, *Psicothema*, 10(3), 725-735. Disponible en: <https://www.psicothema.com/pi?pii=201>. Consultado: 06/09/2022

- Gong, B., Greenwood, R.A., Hoyte, D., Ramkissoon, A., & He, X. (2018), "Millennials and organizational citizenship behavior: The role of job crafting and career anchor on service", *Management Research Review*, 41(7), 774-788. <https://doi.org/10.1108/MRR-05-2016-0121>
- Greenberger, E., Lessard, J., Chen, C., & Farruggia, S. P. (2008). Self-Entitled College Students: Contributions of personality, parenting, and motivational factors. *Journal of Youth and Adolescence*, 37(10), 1193–1204. <https://doi.org/10.1007/s10964-008-9284-9>
- Grubbs, J. B., & Exline, J. J. (2016). Trait entitlement: A cognitive-personality source of vulnerability to psychological distress. *Psychological bulletin*, 142(11), 1204–1226. <https://doi.org/10.1037/bul0000063>
- Harvey, P., & Harris, K. J. (2010). Frustration-Based Outcomes of Entitlement and the Influence of Supervisor Communication. *Human Relations*, 63(11), 1639–1660. <https://doi.org/10.1177/0018726710362923>
- Harvey, P., & Martinko, M. J. (2009). An empirical examination of the role of attributions in psychological entitlement and its outcomes. *Journal of Organizational Behavior*, 30(4), 459–476. <https://doi.org/10.1002/job.549>
- Heath, C., Knez, M., & Camerer, C. (1993). The Strategic Management of the Entitlement Process in the Employment Relationship. *Strategic Management Journal*, 14(S2), 75–93. <https://doi.org/http://dx.doi.org/10.1002/smj.4250141008>
- Hochwarter, W. A., Meurs, J. A., Perrewe, P. L., Royle, M. T., & Matherly, T. A. (2007). The Interactive Effect of Attention Control and the Perceptions of Others' Entitlement Behavior on Job and Health Outcomes. *Journal of Managerial Psychology*, 22(5), 506–528. <https://doi.org/10.1108/02683940710757227>
- Hochwarter, W. A., Summers, J. K., Thompson, K. W., Perrewé, P. L., & Ferris, G. R. (2010). Strain Reactions to Perceived Entitlement Behavior by Others as a Contextual Stressor: Moderating role of political skill in three samples. 15(4), 388–398. <https://doi.org/10.1037/a0020523>
- Hooper, D., Coughlan, J., & Mullen, M. R. (2008). Structural equation modelling: Guidelines for determining model fit. *Electronic journal of business research methods*, 6(1), pp53-60. Disponible en: <https://academic-publishing.org/index.php/ejbrm/article/view/1224/1187>. Consultado: 06/09/2022
- Hurst, J. L., & Good, L. K. (2009). Generation Y and Career Choice: The impact of retail career perceptions, expectations and entitlement perceptions. *Career Development International*, 14(6), 570–593. <https://doi.org/10.1108/13620430910997303>

- Huseman, R. C., Hatfield, J. D., & Miles, E. W. (1985). Test For Individual Perceptions of Job Equity: Some preliminary findings. *Perceptual and Motor Skills*, 61(3), 1055–1064. <https://doi.org/10.2466/pms.1985.61.3f.1055>
- Huseman, R. C., Hatfield, J. D., & Miles, E. W. (1987). A New Perspective on Equity Theory: The equity sensitivity construct. *Academy of Management Review*, 12(2), 222. <https://doi.org/10.5465/amr.1987.4307799>
- Jassawalla, A., & Sashittal, H. (2017), "How and why Millennials are initiating conflict in vertical dyads and what they are learning: A two-stage study", *International Journal of Conflict Management*, 28(5), 644–670. <https://doi.org/10.1108/IJCM-05-2016-0026>
- Jiménez-Moya, G., Navarro-Mantas, L., Willis, G., Nonami, H., & Rodríguez-Bailón, R. (2015). Legitimidad y desempeño en el trabajo: cuando el derecho de legítima y el merecimiento cualifica. *Journal of Work and Organizational Psychology*, 31(2), 59–68. <https://doi.org/10.1016/j.rpto.2015.03.003>
- Joplin, T., Greenbaum, R.L., Wallace, J.C., & Edwards, B. (2019). Employee Entitlement, Engagement, and Performance: The Moderating Effect of Ethical Leadership. *Journal of Business Ethics* 168, 813–826. <https://doi.org/10.1007/s10551-019-04246-0>
- Jordan, P. J., Ramsay, S., & Westerlaken, K. M. (2017). A Review of Entitlement. *Organizational Psychology Review*, 7(2), 122–142. <https://doi.org/10.1177/2041386616647121>
- Kalargyrou, V., Kalargiros, E., & Harvey, P. (2019), Managing Entitled Employees in the Hospitality Industry: An Exploratory Study, *Advances in Hospitality and Leisure*, 15, 23–42. <https://doi.org/10.1108/S1745-354220190000015002>
- King, W. C. J., & Miles, E. W. (1994). The Measurement of Equity Sensitivity. *Journal of Occupational and Organizational Psychology*, 67(2), 133–142. <https://doi.org/http://dx.doi.org/10.1111/j.2044-8325.1994.tb00556.x>
- King, W. C. J., Miles, E. W., & Day, D. D. (1993). A Test and Refinement of the Equity Sensitivity Construct. *Journal of Organizational Behavior*, 14(4), 301–317. <https://doi.org/http://dx.doi.org/10.1002/job.4030140403>
- Laird, M. D., Harvey, P., & Lancaster, J. (2015). Accountability, Entitlement, Tenure, and Satisfaction in Generation Y. *Journal of Managerial Psychology*, 30(1), 87–100. <https://doi.org/10.1108/JMP08-2014-0227>
- Laird, M.D., Zboja, J.J., Harvey, P., Victoravich, L.M., & Narayan, A. (2021), "Entitlement: friend or foe of work-family conflict?", *Journal of Managerial Psychology*, 36(5), 447–460. <https://doi.org/10.1108/JMP-06-2020-0326>

- Lange, J., Redford, L., & Crusius, J. (2019). A status-seeking account of psychological entitlement. *Personality and Social Psychology Bulletin*, 45(7), 1113-1128. <https://doi.org/10.1177/0146167218808501>
- Langerud, D.H., Jordan, P.J., Xerri, M.J., & Biggs, A. (2022), "Unfulfilled Entitlement Beliefs and Employee's Emotion Regulation Motives and Job Satisfaction: A Conceptual Model", Humphrey, R.H., Ashkanasy, N.M. and Troth, A.C. (Ed.) *Emotions and Negativity (Research on Emotion in Organizations, Vol. 17)*, Emerald Publishing Limited, Bingley, pp. 161-175. <https://doi.org/10.1108/S1746-979120210000017014>
- Lastner, M. M., & Taylor, E. C. (2015). The Snowflake State: An investigation into entitlement as a state construct. *Academy of Management Proceedings*, 2015(1), 15108–15108. <https://doi.org/10.5465/AMBPP.2015.201>
- Lee, A., Schwarz, G., Newman, A., & Legood, A. (2019). Investigating When and Why Psychological Entitlement Predicts Unethical Pro-organizational Behavior. *Journal of Business Ethics* 154, 109–126. <https://doi.org/10.1007/s10551-017-3456-z>
- Li, H. (2021). Follow or not follow?: The relationship between psychological entitlement and compliance with preventive measures to the COVID-19. *Personality and Individual Differences*, 174. <https://doi.org/10.1016/j.paid.2021.110678>
- Liang, L., Lian, H., Brown, D., Ferris, D., Hanig, S., & Keeping, L. (2016). Why are abusive supervisors abusive? A dual-system self-control model. *Academy of Management Journal*, 59(4), 1385–1406. <https://doi.org/10.5465/amj.2014.0651>
- Littlewood Zimmerman, H. F., & Bernal García, E. R. (2016). El perfil de la soberbia en el trabajo. *Revista de Investigación En Ciencias Contables y Administrativas*, 1(2), 178–195. Disponible en: <https://ricca.umich.mx/index.php/ricca/article/view/11/15>. Consultado: 06/09/2022
- Madero Gómez, S. M., Guardiola Ramírez, A., & Elizondo Salinas, J. E. (2017). “Porque Yo Me Lo Merezco”, la Mentalidad del Merecimiento de los Jóvenes: Diseño y validación de la escala. XXII Congreso Internacional de Contaduría, Administración e Informática. Disponible en: <https://investigacion.fca.unam.mx/docs/memorias/2017/3.06.pdf>. Consultado: 06/09/2022
- Miller, B. K. (2015). Entitlement and Conscientiousness in the Prediction of Organizational Deviance. *Personality and Individual Differences*, 82, 114–119. <https://doi.org/10.1016/j.paid.2015.03.018>
- Miller, B. K., & Gallagher, D. G. (2016). Examining Trait Entitlement Using the Self-other Knowledge Asymmetry Model. *Personality and Individual Differences*, 92, 113–117. <https://doi.org/10.1016/j.paid.2015.12.030>

- Mola, D. J., Saavedra, B. A., Reyna, C., & Belaus, A. (2013). Valoración Psicométrica de la Psychological Entitlement Scale desde la Teoría Clásica de los Tests y la Teoría de Respuesta al Ítem. *Pensamiento Psicológico*, 11(2), 19–38. <https://doi.org/https://doi.org/10.11144/604>
- Naseer, S., Bouckenoghe, D., Syed, F., Khan, A.K., & Qazi, S. (2020). The malevolent side of organizational identification: Unraveling the impact of psychological entitlement and manipulative personality on unethical work behaviors. *Journal of Business and Psychology*, 35(3), 333-346. <https://doi.org/10.1007/s10869-019-09623-0>
- Naumann, S. E., Minsky, B. D., & Sturman, M. C. (2002). The Use of the Concept “Entitlement” in Management Literature: A historical review, synthesis, and discussion of compensation policy implications. *Human Resource Management Review*, 12(1), 145–166. [https://doi.org/10.1016/S1053-4822\(01\)00055-9](https://doi.org/10.1016/S1053-4822(01)00055-9)
- Naumann, S., Zheng, C., & Basit, A.A. (2021), "How despotic leadership jeopardizes employees' performance: the roles of quality of work life and work withdrawal", *Leadership & Organization Development Journal*, 42(1), 1-16. <https://doi.org/10.1108/LODJ-11-2019-0476>
- Neville, L., & Fisk, G. M. (2019). Getting to Excess : Psychological Entitlement and Negotiation Attitudes. *Journal of Business and Psychology*, 34(4), 555–574. <https://doi.org/10.1007/s10869-018-9557-6>
- Parasuraman, A., Zeithaml, V. A., & Berry, L. L. (1988). Servqual: A multiple-item scale for measuring consumer perceptions of service quality. *Journal of Retailing*, 64(1), 12. <https://doi.org/10.1108/02640470210447801>
- Priesemuth, M., & Taylor, R.M. (2016). The more I want, the less I have left to give: The moderating role of psychological entitlement on the relationship between psychological contract violation, depressive mood states, and citizenship behavior, *Journal of Organizational Behavior*, 37(7), 967-982. <https://doi.org/10.1002/job.2080>
- Rahaei, A., & Salehzadeh, R. (2020), "Evaluating the impact of psychological entitlement on cyberloafing: the mediating role of perceived organizational justice", *Vilakshan - XIMB Journal of Management*, Vol. 17 No. 1/2, pp. 137-152. <https://doi.org/10.1108/XJM-06-2020-0003>.
- Raskin, R., & Terry, H. (1988). A Principal-Components Analysis of the Narcissistic Personality Inventory and Further Evidence of Its Construct Validity. *Journal of Personality and Social Psychology*, 54(5), 890–902. <https://doi.org/10.1037/0022-3514.54.5.890>
- Rico, R., Alcover de la Hera, C. M., & Taberner, C. (2010). Efectividad de los Equipos de Trabajo, una Revisión de la Última Década de Investigación (1999-2009). *Revista de Psicología Del Trabajo y de Las Organizaciones*, 26(1), 47–71. <https://doi.org/10.5093/tr2010v26n1a4>

- Rosenthal, S. A., Hooley, J., Montoya, M., van der Linden, S., & Steshenko, Y. (2019). The Narcissistic Grandiosity Scale: A Measure to Distinguish Narcissistic Grandiosity From High Self-Esteem. *Assesment*, Jul. 1-21. <https://doi.org/10.1177/1073191119858410>
- Rousseau, D. M., Sitkin, S. B., Burt, R. S., & Camerer, C. (1998). Not So Different After All: A crossdiscipline view of trust. *Academy of Management Review*, 23(3), 393–404. <https://doi.org/http://dx.doi.org/10.5465/amr.1998.926617>
- Sweeney, P. D., Mcfarlin, D. B., & Inderrieden, E. J. (1990). Using Relative Deprivation Theory To Explain Satisfaction With Income And Pay Level: A multistudy examination. *Academy of Management Journal*, 33(2), 423–436. <https://doi.org/http://dx.doi.org/10.5465/256332>
- Tomlinson, E. C. (2013). An Integrative Model of Entitlement Beliefs. *Employee Responsibilities and Rights Journal*, 25(2), 67–87. <https://doi.org/10.1007/s10672-012-9208-4>
- Trechera, J.L., Millán, V. G., & Fernández, M. E. (2008). Estudio empírico del trastorno narcisista de la personalidad (TNP). *Acta Colombiana de Psicología*. 11(2). 25-36. Disponible en: <https://actacolombianapsicologia.ucatolica.edu.co/article/view/298>. Consultado: 06/09/2022
- Vatankhah, S., & Raofi, A. (2018), "Psychological entitlement, egoistic deprivation and deviant behavior among cabin crews: an attribution theory perspective", *Tourism Review*, 73(3), 314-330. <https://doi.org/10.1108/TR-09-2017-0146>
- Wang, Y., & Zhang, L. (2021). How customer entitlement influencer supplier performance in B2B relationship in emerging economy? A moderated mediation model of institutional environments. 134, 689-700. <https://doi.org/10.1016/j.jbusres.2021.06.010>
- Westerlaken, K. M., Jordan, P. J., & Ramsay, S. (2017). What about “MEE”: A Measure of Employee Entitlement and the impact on reciprocity in the workplace. *Journal of Management and Organization*, 23(3), 392–404. <https://doi.org/10.1017/jmo.2016.5>
- Zboja, J.J., Brudvig, S., Laird, M. D., & Clark, R. A. (2021). The roles of consumer entitlement, persuasion knowledge, and perceived product knowledge on perceptions of sales pressure. *Journal of Marketing Theory and Practice*, 29(4), 435-447. <https://doi.org/10.1080/10696679.2020.1870239>
- Zitek, E. M., & Jordan, A. H. (2019). Psychological Entitlement Predicts Failure to Follow Instructions. *Social Psychological and Personality Science*, 10(2), 172-180. <https://doi.org/10.1177/1948550617729885>
- Zupan, N., Dziewanowska, K., & Pearce, A. (2017). Wanting it all: the challenges of managing young talent in transition economies. *Baltic Journal of Management*, 12(1), 63–85. <https://doi.org/10.1108/BJM-02-2016-0054>