

Gender as Moderator of Narcissism and Job Satisfaction: Study on Comparative Assessment of Banking and FMCG Sectors in Delhi NCR

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ABSTRACT

The present study is based in Delhi National Capital Region (NCR) where banking and Fast Moving Consumer Goods (FMCG) sector employees in lower and middle managerial cadres were surveyed. Gender was the primary moderator to understand the narcissism and job satisfaction dynamics among the employees. The descriptive study employed stratified random sampling to draw a sample size of 106 participants who were part of a larger doctoral study conducted by the main author. A questionnaire consisting of instruments to measure narcissism and job satisfaction along with the demographic profile of respondents was pressed in to collect data. The tools of statistics used for the analysis of data were Cronbach's Alpha, Pearson correlations (bivariate), one way analysis of variance (ANOVA), Levene Statistics, Games Howell Test, Chi Square test, means, standard deviation and percentages. It was found that although there was relatively average levels of narcissism in the employees surveyed, but members of both the sexes in case of banks were more narcissists and also had advanced levels of job satisfaction as compared to FMCG sector employees. As a whole narcissist employees were more satisfied with their jobs, besides many other key findings also emerged in the course of study.

Keywords: Gender, Banking, FMCG, Narcissism, Job Satisfaction, Delhi NCR

INTRODUCTION AND LITERATURE REVIEW

Gender is the central moderator in the paper at hand to establish an association between narcissism and job satisfaction, the study being conducted in the banking and fast moving consumer goods (FMCG) Sectors. Locke (2009) and Westen (1990) view narcissism as an element of personality which can be termed as an affective and cognitive preoccupation with oneself and an excessive and defensive assertion of status and superiority. According to Campbell, Goodie, & Foster (2004) narcissist people display an exaggerated outlook of the self and an insatiable need for having this self view reinforced.

Researchers like Paulhus (1998) have put narcissists as arrogant, egocentric, and ruthless and even to the point of being hostile, which can be safely termed as negative traits in a person. One of the organizational implication of having narcissist employee amongst its midst is that they are driven by having their own need for power and personal appreciation, which is endorsed by Kets de Vries & Miller (1985). Being exploitative and acting in a very well calculative manner according to Babiak (1995) are some of the features which mark narcissist people.

Studies have also pointed to the fact that different regions of the world display variance in the type of people with differing levels of narcissism. In one such research carried out, it was found that people from China were most narcissists as compared with Americans and followed by those from Japan (Fukunishi et al., 1996). Even within the United States of America Plaut, Markus & Lachman (2002) reported that people from states like Texas and Oklahoma were more outspoken and self confident, while those from New England were softhearted and caring, thereby indicating regional differences in narcissism on a comparative basis.

Researches like that of Richman & Flaherty (1990) have concluded that gender also is a potential moderator in the association between the development of narcissism and professional development. In a study by Foster, Campbell & Twenge (2003) it was found that after controlling age and income levels as factors, the studied males were found to be more narcissists than their female counterparts. In line with the views of Sigmund Freud, of late researches have zeroed on the findings that differences which are based on gender are found in the advancement of narcissism in people, particularly so the view is supported by Buss & Chiodo (1991), Richman & Flaherty (1988) and Watson & Biderman (1994).

Additionally this view is supported by Phillipson (1985) who terms narcissism to be not gender-neutral and says that the society supports the men to be aggressive, independent, who are not empathetic, are dominant and having sense of entitlement which are the direct attributes of narcissism. Contrary to this, the cultural variation of being women is not being narcissists and have nurturing, empathic and social outlook which take them towards mothering success rather than financial and professional one.

More such studies have being carried out, one such by Richman & Flaherty (1988) and have concluded that both the members of gender show traits of narcissism nevertheless the outcome were dissimilar. For instance the narcissist traits exhibited by men were that of being flamboyant, visualizing themselves about unlimited success, and lacking empathy, women having great concern for physical appearance and associated traits that foster the merger with idealized others (Buss & Chiodo, 1991; Philipson, 1985).

Carrying on with the research, the second aspect of the present study was job satisfaction. Consistent with the views of Grant, Christianson & Price (2007), job satisfaction consists of physical and mental health along with sense of happiness and social well being of employees and as put by Warr (1992) the well being of any organization is dependent on how it functions and the perception of employees regarding its quality. Hoppock (1935, p.47) has defined job satisfaction as any combination of psychological, physiological and environmental circumstances that cause a person truthfully to say I am satisfied with my job. George & Jones (1999) have put job satisfaction as a set of individual's attitudes and feelings about his own job.

Weightman (1999) has positioned pay arrangements as the mainstay of a substantial working relationship between employer and employee, nonetheless many other factors also contribute to job satisfaction, which are taken up in the present study to understand it more appropriately. A British study on gender differentials for job satisfaction concluded that females were more satisfied with their work than males (Clark, 1997). Even after earning lower pay as compared to men, females as found by Sloane & Williams (2000) reported higher levels of job satisfaction, additionally, females in male dominated workplaces have also shown comparable satisfaction levels as males.

In a study taken up by Hodson (1989) it was established that women had higher levels of job satisfaction than males, but the condition for the same was if they were engaged in feminine-type of jobs where they were not compared to their male counterparts. In a cross sectional study done in Australia, if the age and education levels of females was negated, it was found that they were more satisfied in jobs than their male counterparts, keeping both the statistical and econometric analysis in mind (Long, 2005). Therefore the present research takes up gender as mainstay of the analysis for narcissism and job satisfaction among the employees surveyed and the aims are discussed in the next section.

OBJECTIVES

The objectives of the present study can be summarized below:

1. To determine the narcissism and job satisfaction levels of the employees engaged in banking and FMCG sectors vis-à-vis member of genders engaged in both.
2. To understand the association among the narcissism levels and job satisfaction on an overall basis as well as the related factors of job satisfaction viz. working condition (WC), geographic location (GL), organizational prestige (OP), advancement opportunities (AO), supervision (SU) and financial (FI) ones.
3. To determine the choice among the employees for job satisfaction factors mentioned above with additional emphasis on gender.

4. To check whether there was gender specific significant difference between employees for narcissism and job satisfaction exhibited.

CONCEPTUALIZED MODEL

The conceptualized model of the present study proposes that job satisfaction and its associated factors which have been already mentioned and the choices exhibited by the participants for these factors have association with the independent variables tested in the course of study like members of a particular gender in the two organizations under consideration of the research. Additionally it is propositioned that narcissism and job satisfaction would affect each other and both the concepts in turn would be influenced by the independent variables previously discussed.



Figure1. *Conceptualized Model*

STATEMENT OF HYPOTHESIS TO BE TESTED IN THE STUDY

The generated data from the instruments was evaluated through the following developed null hypotheses:

H₀. Narcissism has no association with factors of job satisfaction of employees.

H₀. Banking and FMCG sector male and females do not have any significant difference in their levels of job satisfaction.

H₀. There is no significant difference between male and female employees working in banks and FMCG sector vis-à-vis level of narcissism.

H₀. There is no significant difference between males and females working in banks and FMCG industry for their preference of job satisfaction factor.

METHODOLOGY OF THE STUDY

Research Universe, Design, Participants and Sampling

Delhi and adjoining National Capital Region (NCR) was the area from which 106 participants of the study were drawn, which was part of the sample from the doctoral work presently undertaken by the principle author. Taking up the banking and FMCG companies for the study, the research design employed was non-experimental, descriptive and quantitative in nature. Stratified random sampling method used yielded 61% response rate on the questionnaire served to the employees taken up for the study.

The highest percentage (46.2%) of the respondents were from the age group of 25-30 years as well as males working in the FMCG sector with the equivalent percentage. 69.8% of the respondents were from FMCG sector, while the rest (30.2%) were from banks. The majority of the employees surveyed were also found to be singles for their marital status (56.6%). The highest percentage of respondents at 48.1% were in the income bracket of Rs. 20-30000, with mean professional work experience of 6

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years. Most of the employees working in the two sectors taken up in the present study at 50% were having bachelors degree as their highest qualification. Please refer table 1 to have a peek into the sample composition of the present study.

Table1. *Sample Composition of the Study*

	In years	No.		Marital Status	No.
Age	>25	27		Single	60
	25-30	49		Married	46
	30-35	16			
	35-40	7			
	<40	7			
Total	106		Income	No.	
Organizational Gender Dynamics	Male in Banks	24		Rs. 10-20000	28
	Male in FMCG	49		Rs. 20-30000	51
	Female in Banks	5		Rs. 30-40000	14
	Female in FMCG	28		< Rs. 40000	13
	Total	106		Total	106
Education	Bachelors	53		Type of Organization	No.
	Masters	48		Banks	32
	Doctorate	5		FMCG Companies	74
	Total	106		Total	106

Statistical Tools

For the present study, Cronbach’s Alpha, Pearson correlations (bivariate), one way analysis of variance (ANOVA), Levene Statistics, along with Games Howell Test as related procedure and Chi Square test supplemented by means, standard deviation and percentages were used for analysis purpose of the data.

Data Collection Instruments

The first aspect of the study being the measurement of narcissism levels among the employees, the scale employed was one developed by Ames et al. (2006) called Narcissistic Personality Inventory (NPI). The total numbers of items in the scale are 16 and it is an abridged version of a longer 40 item scale of Raskin & Terry (1988). Additionally, to determine an item to be narcissist score of 1 is calculated and a non-narcissist response is assigned 0, adding them overall index of narcissism ranging from 0-16 is generated, higher the score, more the narcissist subject is.

Coming to the second focus of the current study, job satisfaction, inspired by the scale given by Spector (1997), an instrument was developed by the author, which had 22 items measuring a range of job satisfaction facets including Financial Factors, Working Conditions, Supervision, Geographical Location, Advancement Opportunities and Organizational Prestige. The mean job satisfaction calculated for each factor as well as the computed overall satisfaction could be interpreted as higher the means, more the job satisfaction experienced by the respondents. The questionnaire as a whole comprised of besides these two scales discussed above, the demographic profile of the respondents. The reliability statistics of the instruments are discussed in the next section.

Instruments’ Reliability Statistics

Table2. *Scales Reliability Statistics*

Factor	Cronbach’s Alpha	No. of Items
Financial Factors (FI)	.537	3
Working Condition (WC)	.605	7
Supervision (SU)	.514	5
Geographic Location (GL)	.501	2
Advancement Opportunity (AO)	.647	3
Organizational Prestige (OP)	.517	2
Overall Job Satisfaction Scale	.713	22
Narcissism Scale (NS)	.667	16

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The reliability of the scales used in the present study adhered to the standards set by Nunnally & Bernstein (1994) and Song and Parry (1993). Cronbach’s Alpha as the reliability measure used for the instruments as discussed in the above table, $\alpha = .713$ was for the overall job satisfaction of the employees, while for narcissism scale was $\alpha = .667$. The values show that there was satisfactory internal consistency of both the instruments and factors within.

KEY RESULTS

Narcissism Levels of Employees

Table3. *Narcissism Score*

Gender Profile	Narcissism Score (NS) Mean	N	Std. Deviation
Male in Banks	7.42	24	3.092
Male in FMCG	7.31	49	3.104
Female in Banks	5.40	5	3.975
Female in FMCG	7.07	28	2.552
Total	7.18	106	2.991

Relatively modest level of narcissism was exhibited by the participants of the study on an overall basis (mean 7.18, standard deviation 2.991). It was recorded that males who were working in banks and FMCG sector were having highest levels of narcissism with mean scores 7.42 and 7.31 with standard deviation 3.092 and 3.104 respectively. On the other hand FMCG sector females with mean 7.07, standard deviation 2.552 came third for their narcissism level followed at last by females in banks (mean 5.40, standard deviation 3.975).

Gender Specific Job Satisfaction Levels among Banking and FMCG Sector Employees

Table4. *Computed Overall Satisfaction*

Gender Profile	Mean	No.	Std. Deviation
Male in Banks	3.42	24	.504
Male in FMCG	3.33	49	.474
Female in Banks	3.40	5	.548
Female in FMCG	3.39	28	.497
Total	3.37	106	.485

Among the employees surveyed males working in banks with mean 3.42, standard deviation .504 had the highest level of job satisfaction, followed by females in banks (mean 3.40, standard deviation .548). However it was also observed that over all third and fourth in job satisfaction levels, females in FMCG sector were deriving more satisfaction from their jobs as compared to their male counterparts with mean 3.39, standard deviation .497 and mean 3.33, standard deviation .474 in that order.

Correlation Dynamics of Narcissism, Job Satisfaction and Associated Factors

Table5. *Correlations*

		NS	OS	WC	GL	OP	AO	SU	FI
NS	Pearson Correlation	1	.217*	.153	.005	.216*	.072	.000	-.037
	Sig. (2-tailed)		.026	.117	.962	.026	.461	.994	.704
	N	106	106	106	106	106	106	106	106

**Correlation is significant at the 0.05 level (2-tailed)*

The levels of narcissism among the employees was compared using Pearson correlations (bivariate) with different factor of job satisfaction which have being already discussed above. At the outset it was found that the degree of narcissism of the employees had a very robust positive correlation with computed overall satisfaction of the employees with $r=.217$, $p<0.05$ (two-tailed significance value $=.026$). In other words it can be said that as the employees surveyed across the two sectors were more narcissist, they were experiencing an enhanced levels of job satisfaction as compared to their lesser narcissist counterparts.

Also more narcissists as compared to lesser ones were satisfied with organizational prestige as job satisfaction factor as $r=.216$, $p<0.05$ (two-tailed significance value $=.026$). It rejects the null hypothesis that narcissism has no association with factors of job satisfaction of employees for this factor. Meanwhile all the other factors of job satisfaction showed no relation with the increase or decrease in narcissism levels thereby accepting this null hypothesis.

Ranking of Job Satisfaction Factors

The employees surveyed ranked organizational prestige or the reputation attached with working in a particular organization as foremost factor while looking for a job with mean score of 4.52, followed by advancement opportunities offered there (3.91) and the earning potential came third with mean score of 3.77. Supervision (3.59), geographic location where the employee is placed (3.47) and the working conditions (3.09) were among the last of aspects considered by the workers for deriving of satisfaction from the jobs they were doing.

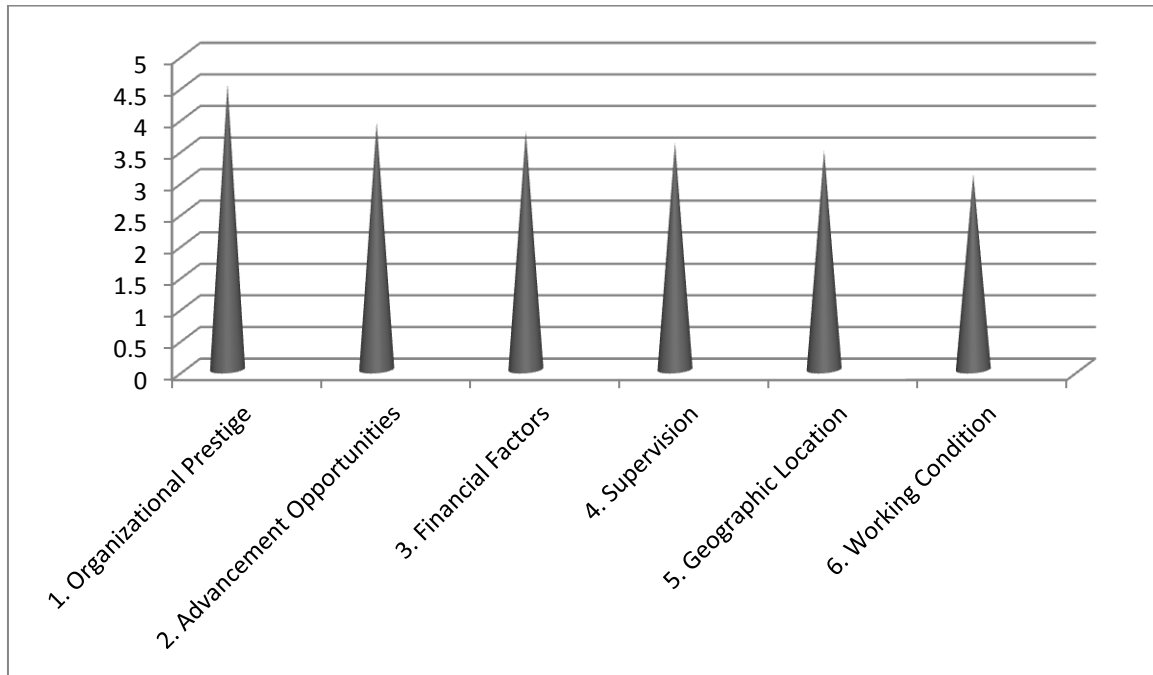


Chart1. Job Satisfaction Factors Ranking

Organizations based Gender of Employees and Job Satisfaction

Chi square value of 24.157, degree of freedom (df) 3 and asymptotic significance .007 ($p < .05$) imply that there was a significant difference among the males and females working in banks and FMCG organizations analyzed under the present study for the degree of job satisfaction they experienced. Thus it can be inferred here that in both the sectors, under consideration for the study, had different levels of job satisfaction which could be established statistically. Therefore the null hypothesis that banking and FMCG sector male and females do not have any significant difference in their levels of job satisfaction is therefore rejected.

Organization Wise Difference in Narcissism based on Gender of Employees

The four categories of employees studied viz. males in banks and FMCG sector and females in these two sectors for their variation revealed that there was a significant difference among them vis-à-vis narcissism levels. For this purpose chi square analysis was conducted, the value of the test being 36.868, degree of freedom (df) 3 with asymptotic significance .000 ($p < 0.05$). Thus the null hypothesis that there is no significant difference between male and female employees working in banks and FMCG sector vis-à-vis level of narcissism was rejected.

Organizations Gender Wise Differences in Choice of Job Satisfaction Factors

One way analysis of variance (ANOVA) was employed to analyze the noteworthy difference among males and females working in banks and FMCG organizations vis-à-vis preference for an assortment of job satisfaction factors which have already being discussed above. A significant difference was found between groups for their attitude towards advancement opportunities in this regards with $F(3,102) = 3.855$, $p < .05$ (.012). The Levene statistic (9.334) additionally rejects the assumption that group variances are equal as .000 significance show that variances of four groups are significantly different ($p < 0.05$). Therefore Games-Howell procedure shows that the mean difference in score are there for females in banks and males in banks which is significant at .030 ($p < .05$), it rejects the null hypothesis that there is no significant difference between males and females working in banks and

FMCG industry for their preference of job satisfaction factor for advancement opportunities. Further analysis shows that despite of significant differences observed in the Levene statistics for working conditions and supervision factors, ANOVA or Games Howell Test does not reveal any significant difference in inclination of job satisfaction factors for the four groups analyzed. Thus null hypothesis is accepted for all the other factors of job satisfaction.

DISCUSSION AND CONCLUSION

The main focus of the present study was primarily gender, males and females working in banking and FMCG sectors and males in both the sectors displayed more narcissism levels as compared to their female counterparts, however overall the employees had a moderate level of narcissism. Bank employees of both the genders were also found to be more satisfied with their work, followed by females and males of the other sector, which means banks, were offering advanced work pleasure than the FMCG sector. In the course of study the association between narcissism levels of the employees and their job satisfaction levels was also tried to be established.

It was found that as the narcissism levels of the employees taking both the sectors combined increased, they were more satisfied with their jobs as compared to those who had less narcissistic tendencies. Also there was statistically significant difference in the narcissism levels of the employees in both the sectors keeping the gender perspective in context. The study also analyzed whether there was same levels of job satisfaction among the employees of both the sectors and the results were affirmative. Thus it could be safely said that statistically calculating, there was significant variation in the pleasure derived from their respective jobs among the banking and FMCG employees. Additionally more the narcissist employee was, more was he satisfied with organizational prestige as job satisfaction factor.

Also coming to the favour for various factors of job satisfaction being attached by the employees, it was found that organizational prestige was at top of the rankings, then the employees looked for career development associated with the organization they were working for and surprisingly the financial factors or the salary part came third. Other factors followed afterwards were supervision received, geographic location and working condition was last among them. Moreover in the four groups analyzed viz. males and females working in both the sectors it was found that for advancement opportunities as factor of job satisfaction, only for both the genders in the banking sector there was significant difference in choice. While for rest of the factors no significant association was found.

LIMITATION AND RECOMMENDATION

Besides the two sectors studied, it was much desired that an expanded study covering a couple of more industries was taken up. Lack of funding for the study was another major limitation as it did not allow for a larger sample size keeping in mind various other expenses which were incurred to make it a reality. The study being limited to one particular region, future studies can be taken up involving different regions in India, or may be abroad. Besides gender, other independent variables can also be taken up in future researches, which were not covered in the present study, for instance age and income. Narcissism and job satisfaction can also be studied with personal life prospective of the participants in later potential works.

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