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A Correlational Investigation on Impact of Narcissism and Implication of Job Satisfaction on Nigerian Government Employees: A Study of Yobe State

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Abstract- There is a dearth of narcissism and job satisfaction related studies in North East Nigerian context and to understand these two constructs, their correlation and effect on each other present investigation was carried out. Additionally, it was tried to find out the influence of different important independent variables like income, age and work experience on the personality type narcissism and the work attitude job satisfaction. The research also endeavoured to categorize and rank the assortment of job satisfaction factors for the107 government employees surveyed. The data was collected through Narcissistic Personality Inventory (NPI) and Job Satisfaction Scale and to reach the outcomes various statistical tools like Cronbach's Alpha, Pearson Correlations (bivariate), Means, Standard Deviation and Percentages were employed. Having realized the reliability of the instruments to be as per set benchmarks and testing the stated hypotheses it was found that money was not necessarily important factor of job satisfaction. Further narcissism and job satisfaction were not related and other variables as already mentioned came up with notable findings which prompted many managerial recommendations and stimuluses for future researches.

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A Correlational Investigation on Impact of Narcissism and Implication of Job Satisfaction on Nigerian Government Employees: A Study of Yobe State

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Abstract- There is a dearth of narcissism and job satisfaction related studies in North East Nigerian context and to understand these two constructs, their correlation and effect on each other present investigation was carried out. Additionally, it was tried to find out the influence of different important independent variables like income, age and work experience on the personality type narcissism and the work attitude job satisfaction. The research also endeavoured to categorize and rank the assortment of job satisfaction factors for the107 government employees surveyed. The data was collected through Narcissistic Personality Inventory (NPI) and Job Satisfaction Scale and to reach the outcomes various statistical tools like Cronbach's Alpha, Pearson Correlations (bivariate), Means, Standard Deviation and Percentages were employed. Having realized the reliability of the instruments to be as per set benchmarks and testing the stated hypotheses it was found that money was not necessarily important factor of job satisfaction. Further narcissism and job satisfaction were not related and other variables as already mentioned came up with notable findings which prompted many managerial recommendations and stimuluses for future researches.

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I. Introduction and Review of Literature

Employee personality and organizational attitudes are two paradigms on which many business/managerial studies are based as they play a very important in economic organizations. It is well acknowledged fact that human resources are the backbone of organizations and the work behavior of staffs or workers in any organization is to a great extent affected positively or negatively by employee attitudes as well as personality. Withdrawal behavior which includes employee turnover and absenteeism, group productivity and functioning are some of the many areas which are affected by job satisfaction of the employees.

Newstrom has defined job satisfaction as "a set of favorable or unfavorable feelings and emotions which employees view with their work" (Mahmood, 2011). In 1969 Locke has talked about feelings or emotions that are precursor to job satisfaction summing them up in three steps. It starts with the employees undergoing some features of work environment. It is followed by the practicing value standard by the employees to evaluate these elements of work and lastly they assess how perceived work element expedites the accomplishment of preferred values (Davis, 2012).

It has to be understood by researchers and which is also supported by various studies that employees working in different sectors of the economy stabilize their job satisfactions or for that matter dissatisfaction and subsequently formulate a general inference about their jobs, which may be positive or dissatisfying (Zhu, 2013). It is also imperative to note that the job a person is doing is analyzed by him in regards and relationship with the factors of job satisfaction which he deems central vis-à-vis job satisfaction.

The present study also tries to understand the different factors of job satisfaction among the employees surveyed as studies like that of Eker, Anbar, Kirbiyik, and Haider (2007) have suggested that general satisfaction or in other words overall job satisfaction is affected by how an employee appraises various aspects of job with overall satisfaction. It is also supported by a study done by Abbas (2018) among the banking and fast moving consumer goods (FMCG) which concludes to the finding that different factors of job satisfaction had an affirmative relationship vis-à-vis overall job satisfaction for the employees surveyed. Literature and studies like that of Tomazevic, Seljak, and Aristovnic (2013) have further suggested that increasingly the significance of job satisfaction is understood by researchers specially in government organizations where there has been dearth of methodological studies. The present study tries to fill this gap by researching on government employees in Nigeria as one of the objectives.

Henderson (2003) as observed by Ibrahim, et.al. (2012) have stated that an individual's personality factor has a close association with the job satisfaction or

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dissatisfaction he is deriving from his work. Keeping this in mind the present study has taken up narcissism which is a type of personality and tried to understand its relationship with job satisfaction in Nigerian context, it is to be noted here that earlier studies by the author of this study were actually done in context of India only.

Sigmund Freud in the year 1914 has already designated narcissism as a personality trait attributing it as a form of self-love which is not normal, rather obsessive or irrational in nature (Jakobwitz & Egan, 2006). One thing to note here is that psychopathically diagnosed people have a sense of gratification in behaving in belligerent or antisocial manner. They also display no regret for such acts and here the relevance of the present study comes to fore, where the author tries to establish the level of narcissism and job satisfaction and their complex relationship in context of work and organizations.

Literature also suggests psychopathy as also one of the dominant constituent of narcissism as Paulhus and Williams (2002) have pointed towards narcissists being unsympathetic and they display an imprudent thrill seeking behavior which if analyzed properly is a counterproductive work behavior in many circumstances in organizations. Even literature suggests an affirmative association between narcissism and counterproductive work behavior (Penney & Spector, 2002).Rosenthal and Pittinsky (2006) have talked about different aspects of narcissism and the main attributes of the same include arrogance, self-absorption, fragile self-esteem, grandiosity, dominance and hostility.

Dysfunctionl conflict or tensions between staffs and workers can be a potent cause of employee dissatisfaction with their job and it can be aggravated with the fact that one of the employees among them is a narcissist. And it is already understood that the organizational success is a direct consequence of employee job satisfaction and performance latter two constructs being closely associated (Godkin & Allcorn, 2011). The association between narcissism and job satisfaction can also be understood through the point of view given by Koprowski (1981) who says that employee absenteeism and turnover are the result of job dissatisfaction while productivity and quality are associated with job satisfaction. Also the argument given by the author is that employees who feel supported are more content and have positive attitude toward their jobs, while narcissist bosses as established by researches are non-supportive, giving rise to the argument addressed in the present research about the association between narcissism and job satisfaction.

In a government public service organization study it was established that narcissism was negatively related to job satisfaction in a significant manner (Mathieu, 2013).Literature also points to a research done on government or state owned enterprise, it was found that in short run the narcissism of its CEO is not counterproductive for the organizations, on the contrary it clearly affects the performance in an affirmative manner. Nevertheless, as the tenure of such officers get longer the narcissism plays a spoil sport for the performance of such government organizations (Kim, 2018). Employee turnover is one of the contentious issues facing various organizations and studies like that of Grier (2008) have suggested that employees leave their jobs due to their bosses having narcissist leadership tendencies and them employing delay, coercion or slander to get work done.

In organizations where narcissists are in charge they are dominating, self-absorbed and controlling as suggested by McKee and Carlson (1999), additionally they are against criticism, comment on weaknesses and assign blame on their employees. Very reserved in praising, accepting challenge from subordinates they can be very detrimental in team settings and are not good for overall health of an organization. According to Lubit (2002), narcissist bosses feel threatened and try to cut down to size people working under them, consequently even the best of workers in an organization may leave their jobs due to this, which points to another negative consequence of narcissism. Therefore, to understand a complex relationship between narcissism and job satisfaction and other allied purposes the present study was taken up.

II. Research Objectives

The main objectives of the present research are:

1. To identify the ranking of various job satisfaction factors for the government employees in North East Nigeria.
2. To understand the association between narcissism and job satisfaction among the employees.
3. To study the effect of narcissism on income capabilities of the employees.
4. To understand the relationship between job satisfaction and income of the employees.
5. To find out the effect of age and work experience on narcissism and job satisfaction on the surveyed employees.

III. The Model

The conceptual model of the present study rests on the assumption that for the government employees researched there is an association between their narcissism and job satisfaction levels. Additionally, it is also anticipated that there would be effect of narcissism on employee income capabilities as well as a correlation between job satisfaction and income. Another two independent variables of age and work experience are also assumed to be having relationship with the two constructs taken up viz. narcissism and job satisfaction (see figure 1).

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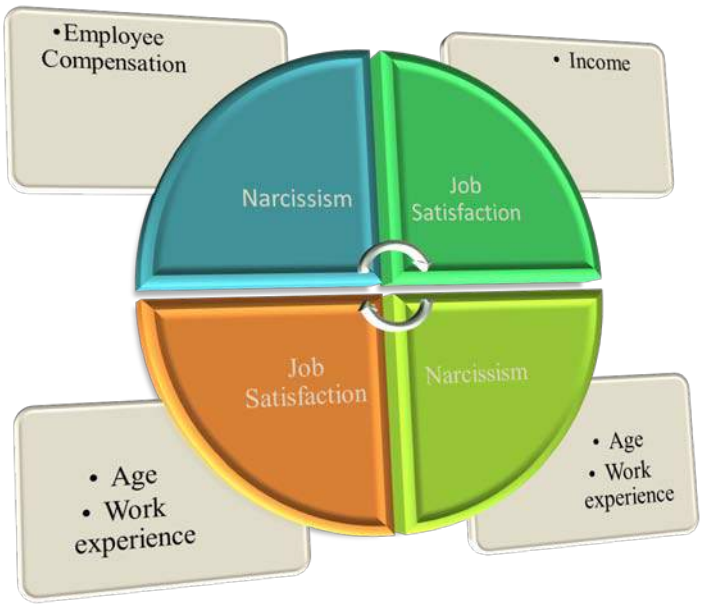

Figure 1: Conceptual Model

IV. Statement of Null Hypotheses

Null Hypothesis (H_0): There is no significant correlation between narcissism and job satisfaction levels of employees.

Null Hypothesis (H_0): There is no effect of narcissism on income capabilities of the employees.

Null Hypothesis (H_0): There is no association between job satisfaction and income in Nigerian employees.

Null Hypothesis (H_0): Age has no significant role to play in narcissism and job satisfaction levels of the Nigerian employees.

Null Hypothesis (H_0): Work experience has no significant relationship with narcissism and job satisfaction of the Nigerian employees.

V. Research Methods

Non-experimental, descriptive and quantitative research design was employed in the present study and data was collected through stratified random sampling technique and 107 was the sample size which comprised of government employees working in Potiskum, Damaturu and Gashua local government areas of Yobe State in Nigeria. The statistical tests employed to analyze the raw data were Cronbach's Alpha for analyzing the reliability of the narcissism and job satisfaction scales, Pearson Correlations (bivariate), Means, Standard Deviation and Percentages.

Narcissistic Personality Inventory (NPI) developed by Ames, Rose, & Anderson (2006) was used to measure narcissism, it is a 16 item instrument and frequently used in various researches to measure the narcissism levels of employees. The second aspect of the present study, job satisfaction was measured through a self-developed 22 item instrument Job Satisfaction Inventory (JSI) which was embraced from the scale given by Spector (1997). The third part of the questionnaire was the demographic profile of the respondents.

VI. Reliability of the Instrument Scales

Table 1: Reliability Statistics

Instrument	Cronbach's Alpha	No. of Items
Narcissistic Personality Inventory (NPI)	.591	16
Job Satisfaction Scale	.844	22

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Employing Cronbach's Alpha Coefficient to establish the reliability and internal consistency of the Narcissistic Personality Inventory (NPI) and Job Satisfaction Instrument (JSI) it was found that instruments had suitable internal consistency. The alpha coefficient of NPI was .591 and JSI was .844 which are as per the limits prescribed by Nunnally and Bernstein (1994) and Song and Parry (1993).

VII. Study Results

a) Socio-Demographic Characteristics of the Respondents

Age as the first demographic indicator of the respondents point to the fact that most of them were of higher age group of 35-40 years (46.7%) followed by those who were in 25-30 years age bracket (30.8%). Overwhelming percentage of the respondents were males (92.5%) and only 7.5% were females and among all, majority were married (77.6%) and only 22.4% were singles for their marital status. Further it was found that majority of the employees surveyed at 41.1% were holding ordinary diplomas followed by those holding national diploma (27.1%), bachelor degree (17.8%) and higher national diploma (14%). Lastly the income profile of the respondents illustrates that most of the them were in middle income group of Naira 31 to 50000 (5.3%) normally evident in the type of employees surveyed followed by those in under Naira 30000 bracket (29.9%) and lastly those in Naira 90000 and more (17.8%).

b) Ranking of Job Satisfaction Factors

Overall satisfaction of the surveyed employees is affected by various factors of job satisfaction and they have choices for the same which is discussed in this section. It can be observed here that most preferred choice of job satisfaction for employees in North East Nigeria was organizational prestige {(OP) (M=3.83, SD=1.495)} followed by geographic location {(GL) (M=3.32, SD=1.095)} and third preference was advancement opportunities {(AO) (M=3.26, SD=1.645)}. It was further found that at number four of job satisfaction factor was supervision {(SU) (M=3.20, SD=1.575)}, at fifth working condition {(WC) (M=2.89, SD=1.701)} and last was financial factors {(FF) (M=2.09, SD=1.270)}. According to Zhu (2013) many research works point to the fact that employees appraise on each explicit characteristic of their jobs or what they do at work which is contrary to overall job satisfaction.

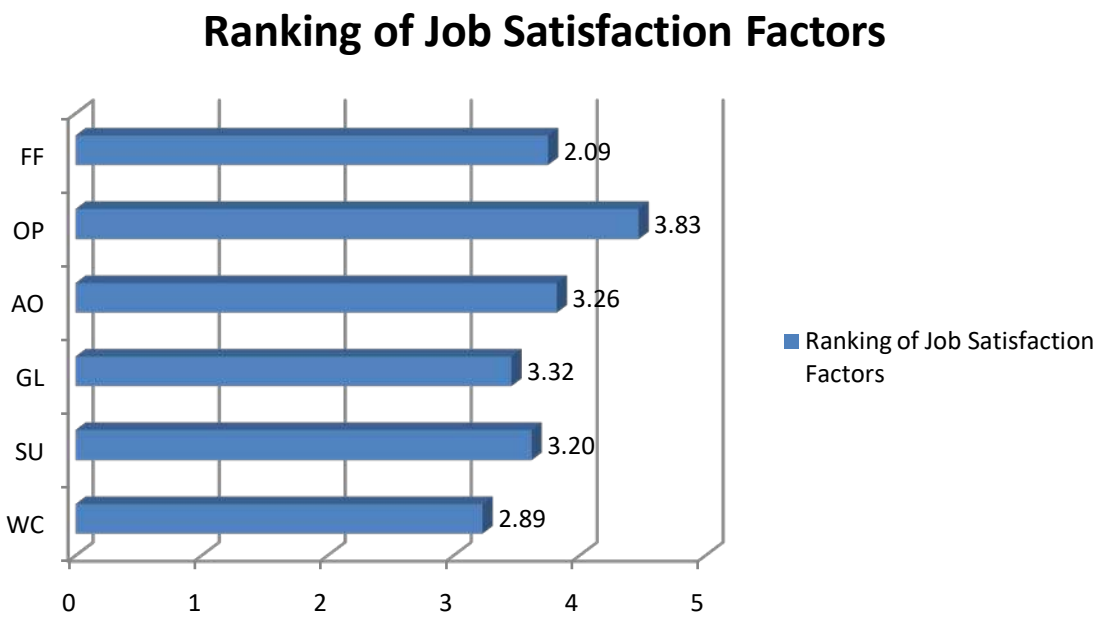

Figure 2: Job Satisfaction Factors Ranking

c) Association between Narcissism and Job Satisfaction

Employing bivariate correlation, it was found that there was no association between narcissism levels of the employees and their job satisfaction. The finding can be established with correlation coefficient r = .101 at p>0.01 (two-tailed significance value =.300) and accepts the null hypothesis that there is no significant correlation between narcissism and job satisfaction levels of employees. It denotes that whether employees surveyed were more narcissist or less their level of satisfaction with the jobs they were doing was not affected.

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d) Effect of Narcissism on Income Capabilities

This Nigerian study found that there was a very strong negative correlation between narcissism levels of the employees and their income earning capacities. As the employees were found to be more narcissistic then they had lesser income and vice versa. The finding can be corroborated with correlation coefficient value of r = -.259 at p<0.01 (two-tailed significance value =.007). Therefore, null hypothesis that there is no effect of narcissism on income capabilities of the employees is rejected.

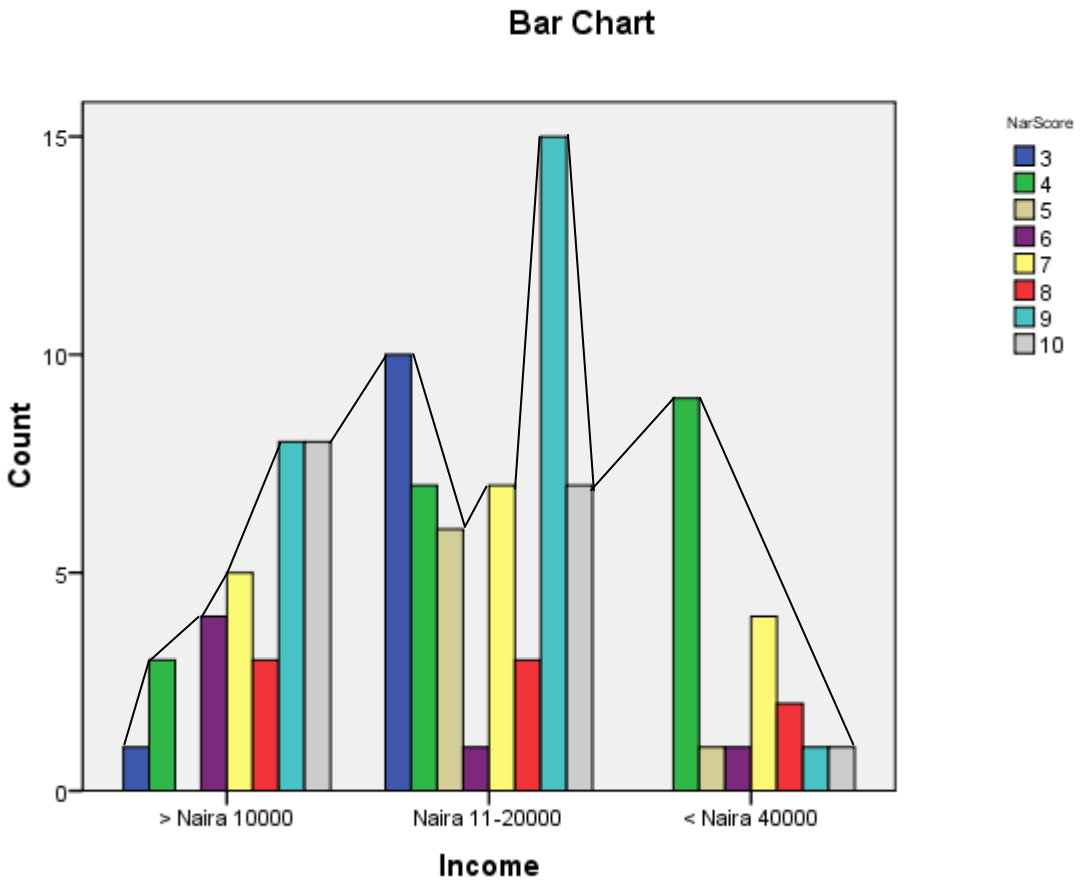

Figure 3: Narcissism and Income

e) Association between Job Satisfaction and Income

It was additionally found that as the employees were on higher income groups, their satisfaction levels with their jobs was lesser {(r = -.394 at p<0.01 (two-tailed significance value =.000)}. The findings illustrate that there was a strong negative correlation between income and job satisfaction of the employees, which further rejects the null hypothesis that there is no association between job satisfaction and income in Nigerian employees.

f) Age, Narcissism and Job Satisfaction

The study also found that the age of surveyed employees had a very strong significant negative correlation with the narcissism levels {(r = -.332 at p<0.01 (two-tailed significance value =.000)}. It directly implies that the younger generation of employees were more narcissist in their personality as compared to older employees. Similar findings were also recorded for job satisfaction levels of the employees where, as the age of employees increased their satisfaction levels decreased {(r = -.360 at p<0.01 (two-tailed significance value =.000)}. It indicates that the present generation of employees are not only more narcissist but also are experiencing more pleasure from their jobs. Therefore, the null hypothesis that age has no significant role to play in narcissism and job satisfaction levels of the Nigerian employees was rejected for both the dependent variables.

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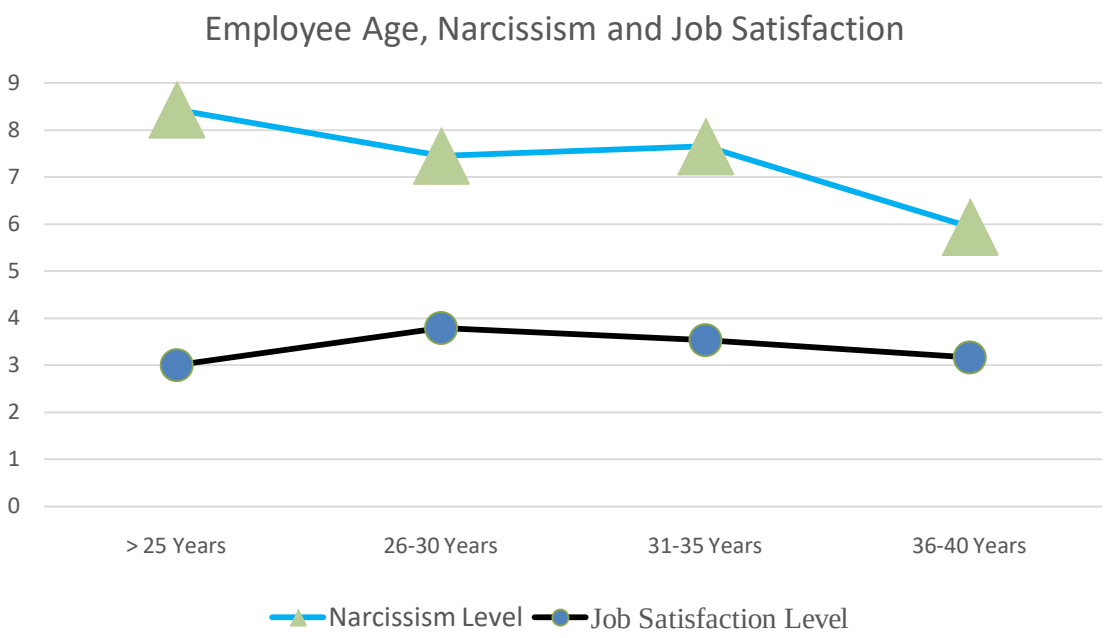

Figure 4: Age, Narcissism and Job Satisfaction

g) Association between Work Experience, Narcissism and Job Satisfaction

Additionally, the findings also indicate that as the work experience increased the narcissism levels of the employees decreased. Bivariate correlation coefficient r = -.319 at p<0.01 (two-tailed significance value =.001) is testimony to the fact that work experience of the employees had a very strong negative correlation with the narcissism levels of the employees. However, work experience had no significant correlation with the job satisfaction, which means increase or decrease in work experience had no consequence on the pleasure derived from the work the surveyed employees did {(r = -.143 at p>0.01 (two-tailed significance value =.141)}. Thus the null hypothesis that work experience has no significant relationship with narcissism and job satisfaction of the Nigerian employees was rejected for former and accepted for latter.

VIII. Conclusion

The present research as done on the government employees of North East Nigeria where the author is currently based, many key finding emerged. Having sufficiently proved reliability of the two instruments employed to gather the raw data, it was found that the researched respondents were mature and of advanced age group and were majorly married males. Also educationally far less were having the first degree (bachelors) and most of them were having ordinary diplomas and were having intermediate income levels. The surveyed employees gave most emphasis on organizational prestige, the place geographically where they are working and advancement opportunities over supervision and working condition and the monetary gain or salary come last as a factor to be satisfied from their work. Further the study pointed to the fact that level of narcissism of the government employees surveyed did not have any consequence on how satisfied or not they with their jobs. Negative consequences of narcissism were also established on the economic or financial capabilities of the respondents. Those having more narcissistic tendencies were earning less in their career as compared to employees who were less narcissist. Another important finding of this research was that surprisingly those employees who were earning more than the others were less happy with their work. It implies that having higher income does not necessarily mean more job satisfaction and it also supports the above finding of this same study that states that financial factor was given least preference by the surveyed respondents as compared to other factors of job satisfaction. Today's generation as other studies around the world suggest are more narcissist as compared to previous generation, this is what the present study also suggests. Also among the government employees it was found that younger age bracket suggests more satisfaction in their jobs on a comparative basis to their older counterparts. Narcissism levels were also found to be lower in those employees who had more work experience, nonetheless it had no statistical consequence on the job satisfaction levels of the employees.

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IX. Managerial Recommendations, Further Studies and Limitations

Keeping in mind the findings of this research the managerial recommendation is that the administrators should be operating in a manner in which they are able to keep on providing organizational prestige to their employees. The conducive job location is also an important job satisfaction factor for employees as they need to be working near their homes and these factors are more important than let's say salary or financial benefits and managers should take that up in designing the growth and benefit packages of their employees. Supporting the fact, the present study also points that employees having better financial prospects were in affect experiencing lesser job satisfaction. It should be noted that the recommendations can be tried to be generalized and tested in different locations but can be specially suited for North East Nigeria.

The organizations in Nigeria also have to be aware of the adverse concern in relation to narcissism in their employees as younger generation is showing more of these tendencies. Such potential employees can be screened out (which can be done through various instruments and one is mentioned in the present study) at the outset when the selection as human resource management function is happening. The managers in Nigeria and native researchers should also pay attention to the information obtained in the present research that younger employees were more satisfied with their jobs and they should rather work to understand, predict and influence the job satisfaction levels of their mature employees practically at work and also in further empirical researches this aspect can be taken up.

Needs, aspirations, narcissism and job satisfaction levels of single and relatively younger employees can be further investigated in future studies, including researches on females from this part of the world, it also is one of the limitations of the present study. Studies can also concentrate on the subjects who have higher educational accomplishments and from other geographical locations of Nigeria like the business and trade hubs of Kano State or for that matter the North West areas of Sokoto State or Federal Capital Territory of Abuja or traditional industrial and trade giant of Lagos. Also employees from other types of organizations not necessarily public sector ones can be taken up in auxiliary studies which has been another constraint of the present research. Being aware of the research methods employed in the present study, generalization of the findings is a tough call to the wider population in Nigeria which is a well diverse country.

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