



ORIGINAL RESEARCH PAPER

Management

AN EMPIRICAL STUDY ON NARCISSISM AND JOB SATISFACTION AMONG EMPLOYEES IN DELHI NCR BANKS

KEY WORDS: Narcissism, Job Satisfaction, Employees, Delhi NCR, Banks

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ABSTRACT

The constructs of narcissism and job satisfaction as personality type and work attitude respectively are studied among the bank employees of Delhi NCR in this paper, which is part of a larger doctoral research. Both these concepts are important for practicing managers and researchers as they influence not only the individual employees working in various business entities but also organizations as a whole. The study seek to find the levels of narcissism and job satisfaction on the basis of selected demographic variables, to explore the association between narcissism and job satisfaction, explore factors contributing to job satisfaction and their relationship with overall job satisfaction and their preferred choice among employees. The research being non-experimental, descriptive and quantitative in design, 128 private bank employees in Delhi NCR area were taken as sample size through stratified random sampling. The statistical tools used to analyze data collected through a questionnaire were Cronbach's Alpha, Pearson correlations (bivariate), regression analysis and chi square test along with means, standard deviation and percentages. Many key findings on various demographic variables and their association with narcissism and job satisfaction emerged from the study. Also the relationship between narcissism and job satisfaction was established as the result of the analysis. The findings of the study also guide the practicing managers and researchers to apply the concept of narcissism and job satisfaction in a novel manner for the overall good of the organization.

I. Introduction

Companies around the world strive to have their workforce to be efficient enough to take care of challenges faced in the world of work. They have increasing understood the importance of personality of the employees and the attitude towards work that they have which impacts the overall organizational functioning. One of the personality type which has not been researched much is narcissism. According to Raskin and Hall (1979) narcissism is a multidimensional personality construct that is exhibited through high levels of entitlement, exploitativeness, authority, superiority, self-sufficiency, exhibitionism and vanity.

Thus narcissists have a view of the world that everything belong to them, they being owners and to get things they desire narcissists resort to mistreatment and exploitation of others. They think that they have pre-eminence, control and power over others, they are arrogant and have self importance. Narcissists in organizations can be useful at times but most of the researches have indicated that they are dysfunctional to organizations. Thus understanding narcissism and narcissistic personalities is paramount for the proper functioning of an organization.

Another vital area of interest which management researchers and practitioners have put focus on is the work attitude called job satisfaction. By definition job satisfaction is "an emotional state related to the positive or negative appraisal of job experiences" according to Locke (1969). Thus this job attitude is product of human psyche and sentiments which they have for their work, it can be both affirmative as well as downbeat. If one has positive or favourable attitude towards his work he tends to be satisfied, while if it is negative, he is dissatisfied with his job (Armstrong, 2003).

It is very important to understand that satisfaction of employees with their job leads to a feeling of pleasure which makes him perform his job in a better manner contributing to overall success of his organization. Also as asserted by Baron, Bryne, Nyler and Branscombe (2006) open and pre-social behavior is exhibited by content and satisfied workers leading to efficient functioning of the organization.

Thus narcissism and job satisfaction are the two fields of study which are very important to be researched and good practices applied in the business administration. Having said that it is found that narcissism in context of job satisfaction has not been much researched and that too especially in the context of banks. There is

a paucity of studies dealing specifically with the dynamics of narcissism and job satisfaction in banking sector of Delhi NCR which the present study intends to fill the gap of.

II. Review of Literature and Research Framework

Studies on narcissism in contemporary era like that of Twenge (2007) and Alsop (2008) put a renewed importance for researches to be conducted on narcissism in organizational context. The analysis of such studies have substantiated that narcissistic personality traits are rampant in the modern times and the present generation of workers/employees and managers are having more narcissistic attributes in relation to previous era. Studies like that of Foster and Trimm (2008) and Foster, Misra and Reidy (2009) have indicated that people having narcissistic personality are motivated towards negative events, thus this can hamper the normal and healthy functioning of organizations.

Narcissism being considered one of the aspects of personalities of managers has been researched and studies like that of Chatterjee and Hambrick (2007) have indicated that narcissist managers tend to take risky asset investment decisions, which many times is not good for organizations. One more managerial dysfunction of narcissism is narcissist managers have tendency to present self-enhancing reports of performance (Hales, Hobson, & Resutek, 2012). If one is self enhancing, then he downsizes the good performances of others which leads to them being dissatisfied with jobs and this situation is not good for normal functioning of any organization.

Researches have indicated and as it is aptly put by Syptak, Marsland and Ulmer (1999) that employees who are satisfied with their job tend to be more diligent, motivated and dedicated to their work. The contentment and due allegiance of employees towards an organization as put by Hunter and Tietyen (1997) is dependent upon their satisfaction at work. This loyalty and happiness supplements the productivity of organizations positively.

Thus here the importance of job satisfaction as work attitude comes to fore. The definition of job satisfaction according to Blum and Naylor (1968) is that it is a general attitude formed as a result of specific job factors, individual characteristics, and relationships outside the job. Maslow's Need Hierarchy theory is a very important precursor to the concept of job satisfaction. In this theory human needs are divided into five hierarchies which come one after another. Once lower order need is fulfilled human move to the next higher order need. They thus start with physiological

needs continuing with safety, belongingness and love needs followed by esteem need and ending at self-actualization (Maslow, 1954).

Therefore it can be safely assumed here and as supported by Smith (1955) that job satisfaction is the attitude and feeling in a person of how well various needs of his are satisfied with the work he is doing. It has been suggested by authors like Csikszentmihalyi (1990) that employees who experience moderately challenging work atmosphere tend to get pleasure and satisfaction from their jobs.

Researches however most often than not are inconclusive whether gender has any role to play as far as job satisfaction is concerned (Goh, Koh, & Low, 1991; Mason, 1995). Surveys like that of Weaver (1974) and Forgiogne and Peeters (1982) have suggested that males were more satisfied with their jobs as compared to females nonetheless a study done in hospital setting by Bartol and Worman (1975) has concluded that job satisfaction level of women employees was higher than their male counterparts. Therefore more empirical researches are needed to understand the part played by gender vis-à-vis job satisfaction.

A study conducted by Association for Investment Management and Research has concluded that professional achievement, personal or professional growth, the work itself and degree of responsibility act as positive causes to develop feelings about jobs. It was asserted in the study that these positive factors were more important than the financial incentives for the employees surveyed. Further the research also identified some negative factors leading to negative feelings towards the job they were company policies, administration, rapport with supervisors, compensation and the negative impact of work on personal lives of employees (Cardona, 1996).

A study done in some Public and New Private sector banks of Chennai, India with a sample size of 100 found that pay and promotion followed by supervision were the most influencing aspects of job satisfaction of the employees taken up in the research. The study recommends that these two factors have to be given due consideration if banks in the area want to avoid job dissatisfaction. Other factors of job satisfaction determined in the study were viz. job and working condition and coworker behavior (Sowmya & Panchanatham, 2011).

Studies like that of Kopelman and Mullins (1992) have suggested that narcissism has an inverse relationship with job satisfaction, thereby implying that as the narcissism levels of the employees increased, their job satisfaction decreased. Nonetheless researches have also pointed to the fact that narcissism in some situations is beneficial for organizations. Like for instance in predicament or crisis situations being faced by organizations, narcissist organizational leaders through their charm and allure may actually increase the job satisfaction among those working under them (Kets de Vries & Engellau, 2010).

Therefore keeping in context related literature and introductory aspect of narcissism and job satisfaction, proposition of the research framework of the present study which can be located in figure 1 is that demographic variable like gender and income would be affected by narcissism and job satisfaction levels of the employees surveyed. Further gender, income, age and work experience of employees would affect the narcissism as well as job satisfaction levels of the employees surveyed.

Further it is proposed that narcissism and job satisfaction would have interconnected dynamics of one construct having association with the other thereby affecting each other. Additionally research framework of the present study puts that different factors of job satisfaction like working condition (WC), supervision (SU), geographic location (GL), advancement opportunities (AO), organizational prestige (OP) and financial factors (FF) would have an affect on the overall job satisfaction of the employees.

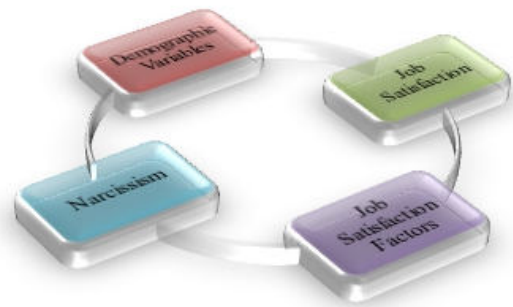


Figure 1: Research Framework of the Study

III. Statement of Hypotheses

Following null hypotheses were tested in the course of present research, which were developed keeping in mind the research framework of the present study:

Null Hypothesis (H₀). There is a no significant difference between the narcissism levels of male and female employees in banks.

Null Hypothesis (H₀). There is no significant difference between male and female bank employees in their job satisfaction level.

Null Hypothesis (H₀). There is no relationship between narcissism level of employees and their job satisfaction in banks.

Null Hypothesis (H₀). There is no association between income and narcissism levels of bank employees.

Null Hypothesis (H₀). There is no significant correlation between income and job satisfaction of bank employees.

Null Hypothesis (H₀). There is no significant relationship between age of bank employees and their job satisfaction.

Null Hypothesis (H₀). There is no significant association between the work experience of the bank employees and their job satisfaction level.

Null Hypothesis (H₀). Factors of job satisfaction have no significant affect on overall employee job satisfaction in banking sector.

IV. Objectives of the Study

The objective of the present study was to understand the narcissism and job satisfaction levels of employees working in the selected banks in Delhi NCR on the basis of gender. It further aimed to establish association between narcissism and job satisfaction levels found in the employees surveyed and also to identify relationship between independent variable income of employees and narcissism as well as job satisfaction. Additionally relationship between age and work experience with the job satisfaction levels of the bank employees is also tried to be found in the study.

The study seek to find the current satisfaction levels of the employees with different factors which affect their overall job satisfaction, the factors being financial compensation, working conditions, supervision, geographic location of workplace, organizational prestige and advancement opportunities at work. The research also intends to find out the affect of these job satisfaction factors on overall employee job satisfaction along with the preferred choice for these factors being ranked among the surveyed participants of the study.

V. Methodology

Non-experimental, descriptive and quantitative research design was adopted in the present study and sample size of 128 private bank employees from Delhi National Capital Region (NCR) was taken in the study which was a part of larger doctoral work carried

by the primary author. Stratified random sampling technique was employed for the purpose. The statistical tools employed to analyze the raw data were Cronbach's Alpha, Pearson correlations (bivariate), regression analysis and chi square test along with means, standard deviation and percentages.

The data was collected through a questionnaire administered to the sampled participants of the study. Divided into three parts, the first part of the questionnaire was the instrument called 16 item Narcissistic Personality Inventory (NPI) developed by Ames et al. (2006) to determine the narcissism levels of the employees. Narcissism level was calculated by assigning the score of 1 to all the narcissistic responses and higher score indicated advanced levels of narcissism.

Additionally job satisfaction was determined by a self developed 22 item instrument Job Satisfaction Inventory (JSI) which was inspired and largely adopted by the scale given by Spector (1997), it also included different job satisfaction factors to be studied according to the objectives of the research. The mean job satisfaction computed for each factor in addition to the calculated overall satisfaction meant that higher the means, higher the job satisfaction levels of the employees. The third part of the questionnaire entailed demographic profile of the respondents studied.

Table 1: Reliability Statistics

Instrument	Cronbach's Alpha	No. of Items
Narcissistic Personality Inventory (NPI)	.624	16
Job Satisfaction Scale	.776	22

Cronbach's Alpha Coefficient was employed to determine the reliability and internal consistency of the Narcissistic Personality Inventory (NPI) and Job Satisfaction Instrument (JSI) which were used to collect data. The alpha coefficient of the first scale .624 and the second one .776 were in consonance with the bench mark set by Nunnally and Bernstein (1994) and Song and Parry (1993) for these types of scales and were adequately suitable for internal consistency (refer to table 1).

Employees in majority were in the age group of 26-30 years (43.8%) followed by those in the age group of less than 25 years (21.9%) showing a relatively young population. At 71.1%, males were dominant as compare to female employees (28.9%), majority being single (60.2%) and only 39.8% married. The mean work experience of the employees surveyed was 6.04 years who in majority were earning Rs. 21-30000 (36.7%) followed by those in income bracket of Rs. 31-40000 (24.2%). 53.1% of the sampled employees were having master degree in their educational profile while 42.2% earned only bachelor degree. Coming to the job categories majority of the employees at 53.2% were engaged in core banking jobs followed by 37.5% engaged in marketing activities.

VI. FINDINGS

1. Comparative Narcissism levels of Males and Females in Banks

Analysis of data on the basis of gender for narcissism levels showed that male employees in banks (M=7.63; SD= 2.686) were more narcissist than their female counterparts (M=7.32; SD= 3.266). The study further pointed to the fact that there was a significant difference between male and female employees vis-à-vis their narcissism levels proved through chi square value of 22.781, df 1 and asymptotic significance of .000 (p<.05). It also rejects the null hypothesis that there is a no significant difference between the narcissism levels of male and female employees in banks.

2. Gender wise Job Satisfaction Levels in Banks

Further the study established no significant difference between male and female bank employees for their job satisfaction levels. The job satisfaction mean 3.43 and standard deviation .498 for males and mean 3.43 standard deviation .502 for females were same, this is statistically supported by chi square value of .002, df 1 and asymptotic significance of .968 (p>.05). Thus the null

hypothesis there is no significant difference between male and female bank employees in their job satisfaction level is accepted.

3. Income and Narcissism Dynamics

Income was found to be unassociated with narcissism levels of the employees surveyed. The correlation coefficient value of $r = -.155$ at $p > 0.01$ (two-tailed significance value = .080) accepts the null hypothesis there is no association between income and narcissism levels of bank employees. Therefore it establishes that increase or decrease in income of the employees did not have any relationship with their narcissism levels.

4. Income and Job Satisfaction

However unlike narcissism income had a very robust negative relationship with job satisfaction levels of the participant employees. The correlation coefficient value of $r = -.400$ at $p < 0.01$ (two-tailed significance value = .000) indicates a very significant correlation between income of the employees and their job satisfaction level. It implies here that higher earning bank employees derived less satisfaction from their jobs which additionally rejects the null hypothesis that there is no significant correlation between income and job satisfaction of bank employees.



Figure 3: Income and Job Satisfaction Level

5. Age and Job Satisfaction

A very strong significant negative correlation was established between the age of the respondents and their overall job satisfaction. The Bivariate correlation coefficient value of $r = -.243$ at $p < 0.01$ (two-tailed significance value = .006) establishes that as the age of the employees increased their job satisfaction decreased and vice versa (refer to figure 4). It therefore rejects the null hypothesis there is no significant relationship between age of bank employees and their job satisfaction.



Figure 4: Age and Job Satisfaction

6. Work Experience and Job Satisfaction

The Bivariate correlation coefficient value of $r = -.431$ at $p < 0.01$ (two-tailed significance value = .000) further indicates a very strong negative correlation between work experience of sampled employees and their overall job satisfaction. It implies that as the work experience of the bank workers increased the pleasure derived from their jobs decreased. Thus the null hypothesis there is no significant association between the work experience of the bank employees and their job satisfaction level is rejected.

7. Correlation between Narcissism and Job Satisfaction

Bivariate correlation was employed to analyze correlation between narcissism level of bank employees and their job satisfaction. The correlation coefficient value of $r = .168$ at $p < 0.01$ (two-tailed significance value = .000) indicate a very strong positive correlation between these two constructs. Thus it can be deduced that as employees were more narcissist, they were having superior level of job satisfaction thereby rejecting the null hypothesis there is no relationship between narcissism level of employees and their job satisfaction in banks.

8. Job Satisfaction Factors Ranking

It was additionally found that among the job satisfaction factors, employees chose to prefer organizational prestige as the first factor which they desired in their jobs ($M=4.36$, $SD=1.002$), advancement opportunities in their organizations was preferred on the second spot ($M=4.18$, $SD=1.371$) followed by financial factors like salary and other financial incentives ($M=3.71$, $SD=1.387$), next came supervision they received from their superiors ($M=3.50$, $SD=1.310$), geographic location ($M=3.32$, $SD=1.345$) and working conditions was least preferred ($M=3.05$, $SD=1.465$).



Figure 2: Ranking of Job Satisfaction Factors

9. Current Satisfaction with Job Satisfaction Factors in Banks

The study tried to ascertain the present level of satisfaction with individual job satisfaction factors among the sampled bank employees. It was found that bank employees were most satisfied with geographic location of their work place ($M=3.72$; $SD= .869$) followed by organizational prestige associated with working in the banks ($M=3.62$; $SD= .906$), supervision came next ($M=3.52$, $SD=.575$), at number four came advancement opportunities ($M=3.43$, $SD=.636$) followed by working conditions ($M=3.37$, $SD=.686$) and they were least satisfied with their financial compensation aspect ($M=3.02$, $SD=.693$).

10. Affect of Job Satisfaction Factors on Overall Job Satisfaction

The influence job satisfaction factors like financial factors, working conditions, supervision, geographic location, organizational prestige and advancement opportunities on overall job satisfaction of the sampled bank employees was also determined in the present study. The analysis was done through regression analysis

The P-Value = .000 (less than .05) indicated that myriad job satisfaction factors did affect the overall job satisfaction of the employees (95% confidence interval was taken). The tune of the affect of these factors on job satisfaction was 71% (since the value of R Square was 0.710) thereby implying that variations in job satisfaction of the employees was indeed affected by these predictor variables (factors of job satisfaction to a great extent).

The regression coefficients for financial factors (.166), working condition (.207), supervision (.078), geographic location (.086), organizational prestige (.141) and advancement opportunities (.213) were further taken up to understand their affect on overall job satisfaction of the bank employees. It was found that apart from supervision which had significance value of .135, all the other factors contributed positively towards overall employee job satisfaction as significance value was less than .05 thresholds. Thus the null hypothesis that factors of job satisfaction have no significant affect on overall employee job satisfaction in banking sector was therefore rejected for all the factors of job satisfaction except supervision.

VII. Conclusion, Limitations and Recommendations

The present study concludes that literature on narcissism talks about both the benefits and the dysfunctional aspects of the two constructs. Besides, related studies also point to the fact that job satisfaction as a work attitude plays a very important role in organizations for its effective functioning. The empirical data and its subsequent analysis also brings to fore many keys areas of focus on narcissism and job satisfaction aspect of bank employees of Delhi NCR area which were desired to be explored as part of the objectives of the present research.

It was found that male bank employees were having higher level of narcissism as compared to their female counterparts; however the degree of job satisfaction based on gender was same for males and females. Among the factors of job satisfaction which was most preferred by the bank employees was organizational prestige which was followed by advancement opportunities. Financial factors was third in their list of preference followed by supervision desired from their organizations while geographic location and working conditions were the factors they gave least consideration to.

The study further established that if employees were more narcissists they were also found to be deriving more pleasure from their jobs. However the bank workers in current situation in their place of work were most content with its geographic location that is Delhi NCR area, the organizational prestige aspect and followed at third place by supervision they got from their superiors. Next were advancement opportunities they had in working in the banks and working conditions they were subjected to however they were least happy with the salary or other financial incentives which were offered to them by banks.

Further it was found that whether the employees were earning more or lesser amount in terms of income, their narcissism level had not association with it. Nevertheless job satisfaction of employees did have a relationship with income as those employees who had higher level of income were found to be less satisfied with their jobs and vice versa. Additionally with the increase of age and work experience in bank employees they experienced lower levels of job satisfaction.

Moreover it was established in the study that job satisfaction factors discussed above had a strong influence on the overall job satisfaction of the employees, contributing positively towards it except in the case of supervision. Coming to the limitation of the study, the first limitation was the financial constraints faced by the principle author as the study was not funded by any agency. Also due to this larger sample size from a more diverse population and study area could not be taken. Further studies can thus take up larger area besides Delhi NCR or can also go for comparative studies between two different geographic areas or industry types.

The present study was confined to banking sector, thus narcissism and job satisfaction aspects studies in different context or diverse sector of economy and business entities can be taken up in the future. The organizational managers are recommended to understand the dynamics of narcissism and job satisfaction from the study at hand and apply them practically in their sphere of influence. Human resource managers have to understand both the merits and the demerits of narcissism and accordingly devise their recruitment and hiring process. Also they should put focus on the gender aspect of narcissism and job satisfaction relationship so that they can deal in different manners with male and female employees of their organizations.

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