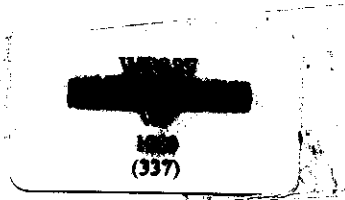


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ALIENATION AS A MODERATOR VARIABLE OF THE
RELATIONSHIP BETWEEN JOB SATISFACTION
AND JOB PERFORMANCE

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ALIENATION AS A MODERATOR VARIABLE OF THE RELATIONSHIP
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A B S T R A C T

This study examines the effects of alienation on the job performance-job satisfaction relationship among a sample of 200 blue collar workers of a state owned spinning mill located in North India. The A-Scale was administered to assess the level of alienation. The S-D Employee's Inventory was administered to obtain the job satisfaction scores. Performance data were obtained from the actual production records of the workers. Moderated regression and sub-group analysis were performed to determine such effects. The subgroup analysis showed significant moderating effects ($CR = 2.50, p < .05$) but moderated regression analysis showed negligible moderating effect which was not found to be statistically significant ($F = 2.50, df = 1, 196$).

INTRODUCTION:

Since the investigations by Brayfield and Crockett (1955), Herzberg, Mausner, Peterson and Capwell (1957), and Vroom. (1964) demonstrated that the relationship between job satisfaction and job performance was not as strong and also more complex than had previously been supposed, considerable attempt has focused on determining the conditions under which the two variables are related (Cherrington, Reitz and Scott, 1971; Greene, 1972; Stoers, 1975; Stone, Mowday and Porter, 1977; and Inkson, 1978).

The controversy over the direction of a causal relationship between two variables such as job satisfaction and job performance may be unwarranted in light of empirical evidence denouncing any simple association. However, a subtle advantage of such a postulation may be the advancing of different moderator variables dependent upon hypothesized directionality. Such an advantage is demonstrated in the Lawler and Porter, (1967) model in which they incorporated a moderator variable labeled "perceived equitable rewards". They reported that reward levels may represent an important moderator of the job performance-job satisfaction relationship. Porter and Lawler (1968) and Hackman and Lawler (1971) went on to suggest that variations in employee need-strengths may also represent an important moderator of such a relationship. For example, Hackman and Lawler found that variations in the job environment (e.g. the amount of autonomy and responsibility allowed to the employees) affected individuals with strong higher order needs

in a different fashion vis-a-vis performance and satisfaction than individuals with weak higher order needs.

According to the "consistency" theory of work motivation, Korman (1970, 1971) suggested that the worker varies his performance to be congruent with a positive or negative self evaluation. A high self-esteem worker attempts to perform well in order to be congruent with his self-concept, and becomes dissatisfied if his performance remains low. A low self-esteem worker does not perform well and becomes dissatisfied if his performance is high (and hence incongruent with his self-concept), so that the performance should be higher for high self-esteem workers than for low; and performance-satisfaction relationship should be positive for high self-esteem workers but negative for low self-esteem workers.

In the present investigation Steer's (1975) model was used for exploring the relationship between job performance and job satisfaction. It was expected that alienation can be operating in the relationship between job performance and job satisfaction. For this, both the sub-group and moderated multiple regression analyses were used. The study was directed as a test of hypothesis that job performance and job satisfaction are significantly correlated for low rather than high alienation.

METHOD

Subjects:

The study was carried out on a sample of 200 blue collar workers of a state-owned spinning mill located in North India. The respondents were selected from the Reeling Department of the mill. The mean age of study respondents is 27 years. Their average monthly income is Rs. 260.75. The educational attainment ranges from uneducated to Intermediate classes with a work experience range of 18 to 36 months.

Measures: The following psychometric devices have been used in the present study.

Alienation Scale (A-Scale): The levels of alienation was measured using an Alienation Scale developed by Dutt and Kureshi (1976). The scale comprises of 21 items with four response alternatives for each item, namely, always, mostly, sometimes, and never. The scale is structured on the basis of five factors of alienation, namely, despair, disillusionment, unstructured universe, narcissism, and psychological vacuum.

S.D. Employee's Inventory: The S-D Employee's Inventory has been used to assess the job satisfaction of the workers. The Inventory developed by Pestonjee (1973) includes four areas, namely, Job, Management, Social Relations and Personal Adjustment. All the 80 items of the inventory, are framed in the form of interrogatory

statements. Each item could be responded in terms of "Yes" or "No". The reliability has been obtained areawise. It was found to be .99 for job, .99 for management, .98 for social relations, and .98 for personal adjustment.

As a measure of work performance, the actual production records have been obtained with the help of daily work records of the past six months. The average production value of a worker was taken as his performance score.

ANALYSIS: The subgroup analytical strategy for detecting moderating effects was used in the present study. According to this strategy the entire sample was split at the median based on alienation scores. The moderated multiple regression analysis was also used to examine the statistical significance of moderating effects for alienation. This procedure is discussed by Zedeck (1971). Statistical tests employed to compare the multiple correlation coefficients yielded in the regression analysis are covered by Cohen (1968).

R E S U L T S

Subgroup Analysis:

In sub-group analysis the data were first analysed using zero-order correlation for the entire sample. The results, shown in table 1, indicate that before alienation effects were considered, overall employees' performance was significantly related to their job satisfaction ($r = .34, p < .0005$). Next, in order to test for

the effects that alienation might have on the job performance-job satisfaction relationship, the entire sample was split at the median based on alienation scores, and separate correlations were run for high and low alienated subsamples.

Table 1

Relationships between job performance and job satisfaction
for entire and subsamples

	Job Performance		
	Entire sample	Sub sample	
		High alienation	Low alienation
	N = 20	N = 100	N = 100
Job Satisfaction	.34**	.23*	.52**

* Significant at .01 level.

** Significant at .0005 level.

The above results show a significant relationship between job performance and job satisfaction for high alienated subjects ($r = .23$, $p < .01$) but the value of calculated r is found to be lower than that of the entire sample. As can be seen in this table the highly significant relationship was found between job performance and job satisfaction for low alienated subsample ($r = .52$, $p < .0005$). However, the correlation between job performance and job satisfaction was found to be greater in low alienated sub sample than that of high alienated subsample. The difference between two r 's ($CR = 2.50$) was

found to be significant beyond .05 level (tested by difference in Fisher's Z).

Moderated Multiple Regression Analysis:

The zero-order correlation between job performance and job satisfaction is $+.34$. When job performance is predicted using both job satisfaction and alienation as independent variables, R increases to $.374$, $F(2, 197) = 16.03$, $p < .01$. When we add the job satisfaction x alienation interaction term to the predicted equation, we find the incremental $R = .394$, $F(2, 196) = 12.44$, $p < .01$. The difference between two multiple correlations is not found to be significant ($F = 2.50$, $df = 1, 196$).

DISCUSSION

This study sought to examine the influence of alienation on job satisfaction-job performance relationship. It was seen that the subgroup analytical strategy showed a significant difference in the job performance-job satisfaction correlation between the high and low subgroups. It is important to note, however, that the significant relationship between job performance and job satisfaction has been found for entire sample. When the sample was split at the median based on alienation scores the relationship between the two variables has been higher for low alienated subjects than for the entire sample but the difference was not found to be significant. Relationship between job performance and job satisfaction for high alienated subjects was found to be lower as compared to the entire sample.

It is important to note, moreover, that the significant differences has been found in the relationship of job performance and job satisfaction between high and low alienated subjects. The finding confirms our hypothesis that alienated may be operating in the relationship between job performance and job satisfaction. The conclusion is consistent with earlier studies showing a moderating influence of such variables on the relationship between job performance and job satisfaction (Steers, 1975; Inkson, 1978).

According to Zedeck (1971), a moderator effects is present when the independent predictor model and the moderated regression model are both significantly different from the zero order correlations and additionally, are significantly different from each other. A significant zero order correlation has been found between job satisfaction and job performance. When job performance has been predicted using both independent variables i.e. alienation and job satisfaction, the increased R was not significantly different from zero-order correlations. To see the joint effect of alienation and job satisfaction, over and above their separate effects, a third independent variable has been used, accordingly a score obtained for each subject by the product of his alienation and satisfaction scores, but the increased moderated regression coefficient was not found to be statistically different from independent predictor model.

In summary, the workers with lower feeling of alienation demonstrate higher job performance-job satisfaction associations than the workers with higher feeling of alienation. Although moderator regression analysis did not show significant increase in predictive efficiency, it should be directed at the discovery of other personality variables in organizational settings that might serve to enhance the job performance-job satisfaction relationship.

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