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PRODUCTIVITY AS A FUNCTION OF JOB
SATISFACTION AND EGO-STRENGTH

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A B S T R A C T

The purpose of the present study is to find out the relationship between job satisfaction, ego-strength and job performance. The S-D Employees Inventory has been administered as measure of the workers' satisfaction. To assess ego-strength the Hasan's E-S Scale has been applied. The amount of production has been obtained from the daily work records from August, 1977 to January, 1978. The study was conducted at Uttar Pradesh State Spinning Mills Co. (No.1), Barabanki (U.P.), India. Results are analysed in terms of mean, standard deviation, critical-ratio, F-ratio and coefficients of correlation. The findings indicate that the level of job performance is significantly higher in highly satisfied group in comparison to low satisfied group. A significant difference in performance was also observed between high and low ego-strength groups. Significant positive relationships between job satisfaction and ego-strength, job satisfaction and job performance as well as ego-strength and job performance have been established.

INTRODUCTION

In Industrial Psychology it is an established fact that productivity of workers is influenced by the total job environment or its various aspects. The effect of some personality and attitudinal variables on the job performance has been demonstrated in earlier investigations (Baird, 1976; Inkson, 1978; Pestonjee, Singh and Singh, 1978; Singh and Srivastava, 1978; Singh, 1979; Singh and Shrivastava, 1979).

Sinha and Agrawal (1971) find job satisfaction to be a persistent affective state which has arisen in the individual as a function of the perceived characteristics of his job in relation to his frame of reference.

On the basis of his review of available definitions Pestonjee (1973) has suggested that job satisfaction is a summation of employee feelings in four important areas. Two of them are directly connected with the job (intrinsic factors also designated as 'on-the-job' factors). The other two are not directly related with the job but nevertheless exercise an influence on job satisfaction. These are also designated as 'off-the-job' factors. These areas are: (i) job, (ii) management, (iii) social relations and (iv) personal adjustment.

Wexley and Yukl (1977) suggest that job satisfaction is the way an employee feels about his job. It is a generalized

attitude toward the job based on evaluation of different aspects of the job. Employee satisfaction is affected by several aspects of the job including pay, working condition, supervision, co-workers, job content, job security and opportunity for advancement.

Bellak (1955) defined the ego by the following functions:

(i) it organizes and controls motility and perception; (ii) serves as a protective barrier against excessive external and internal stimuli, performing the function of self exclusion; (iii) tests reality, engages in trial action, and sends out danger signals; (iv) is responsible for detour behaviour in gratification; and (v) includes character, defenses, and the integrating aspects of the ego under organizing and self regulating functions.

Barron (1963) is of opinion that the strength of a person's ego is not the amount of troubles, conflicts, and crisis that he encounters, but the manner and confidence with which he encounters them. Such non-psychanalytic concepts as White's (1959) competence motive, Maslow's (1954) self-actualization and psychological health seem to have much in common with the concept of ego-strength.

We have attempted here to relate the job satisfaction and ego-strength with workers' performance and productivity.

HYPOTHESES

The following two null hypotheses have been formulated and tested in this study.

- (1) The level of job performance of highly satisfied workers will not be higher in comparison to low satisfied workers.
- (2) The level of job performance of high ego-strength group will not be higher in comparison to low ego-strength group of workers.

METHODOLOGY

The present study was conducted at the Uttar Pradesh State Spinning Mills Co. (No.1), Barabanki, (U.P.), India. 200 blue-collar workers were selected as subjects. The sample was drawn from Reeling Department. Their production records for a period i.e. August, 1977, to January, 1978 were obtained.

In the present study job performance is the dependent variable and job satisfaction and ego-strength are the two independent variables. Both are given two treatments, i.e., high and low which were manipulated by selection of the subjects on the basis of their responses. A 2 x 2 factorial design was used employing analysis of variance.

The S-D Employees Inventory has been used to assess the levels of job satisfaction of 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.

For measuring the ego-strength, Hasan's F-S Scale has been used. It has 32 interrogatory statements in Hindi. The odd-even reliability of the scale is reported to be .78. The test-retest reliability coefficient of the scale was determined by administering the scale after a gap of two weeks (.86) and after six weeks (.82) (Hasan, 1970).

R E S U L T S

The results of the present study are recorded in Tables I to III.

Table-I records the mean, the standard deviation and the critical-ratio of the performance scores of highly satisfied - low satisfied and high ego-strength - low ego-strength groups.

Insert table I here

Table-II records the effect of job satisfaction and ego-strength on job performance of the blue-collar workers employing analysis of variance.

Insert table II here

Table-III records the coefficients of correlation between satisfaction, ego-strength and performance.

Insert table III here

D I S C U S S I O N

From the results contained in table I, we observe that the mean performance score of the highly satisfied group is comparatively higher than that of the low satisfied group. The mean performance score of the highly satisfied group is 19.54 with an S.D. of 3.20 and for the low satisfied group it is 18.03 with an S.D. of 2.80. Critical-ratio was obtained to be 2.75 which is significant at .01 level. From the above results it is clear that the workers of the highly satisfied group were more productive than the low satisfied group of workers. The employees who feel greater satisfaction with their job, management, health, home, living conditions, finances and social activities evince higher level of productivity.

Findings of earlier studies have also indicated that higher the satisfaction higher the productivity (Locke, 1970;

Kuhn, Slocum and Chase, 1971; Steers, 1975-1977, Singh, 1978; Singh and Shrivastava, 1979). Thus, our first null hypothesis which stated that the level of job performance of highly satisfied workers will not be higher in comparison to low satisfied workers, is rejected.

The results for the second independent variables, namely, ego-strength, indicate that the workers who are categorised as high ego-strength elicit more production in comparison to the workers of the low ego-strength group. The mean performance score for the high ego-strength group is 21.24 with an S.D. of 2.48 and for the low ego-strength group it is 11.16 with an S.D. of 2.36 (Table-1). Critical-ratio value (C.R. = 8.33, $p < .01$) indicates that the level of performance in high ego-strength group is higher as compared to the low ego-strength group. The finding tends to reject our second null hypothesis which stated that the level of job performance of high ego-strength group will not be higher in comparison to low ego-strength group. Our result supports the earlier findings in which performance was reported to be higher in high ego-strength group of workers (Hasan and Kumari, 1973; Ali and Ahmad, 1975; Singh, 1978). Singh and Srivastava (1978) reported that high ego-strength leads to a higher level of performance and ^{it is} significantly correlated with employee's productivity.

For obtaining a better insight in to the influence of job satisfaction and ego-strength on performance, the analysis of

variance was also applied (Table-II). Highly satisfied and low satisfied groups significantly differ in their levels of performance ($F = 6.08$), $p < .01$, $df 1,64$). Similarly performance was found to be significantly affected by high and low ego-strength ($F = 37.63$, $p < .01$, $df 1,64$). The interaction effect of satisfaction and ego-strength on performance was not found to be significant ($F = .03$). It indicates that the difference between the level of performance of high and low levels of satisfaction for the first level of ego-strength (high) is not significantly different from the difference between the level of performance of high and low levels of satisfaction for the second level (low) of ego-strength.

The coefficients of correlation between satisfaction, ego-strength and performance have been recorded in table-III. The correlation between satisfaction and ego-strength was found to be .54 which is significant at .01 level. It indicates that as job satisfaction increases, ego-strength also increases and 'vice-versa'. Similar results were also obtained in earlier investigations (Singh, 1978; Singh and Shrivastava, 1978).

A significant relationship between satisfaction and performance was observed ($r = .30$; $p < .01$). It indicates that when the level of satisfaction will be high the productivity will be also high and 'vice-versa'. Singh and Shrivastava (1979) have also reported a significant positive relationship

between satisfaction and performance ($r = .62, p < .01$). Correlation between ego-strength and performance has also been computed. The obtained correlation was .52 which is significant beyond .01 level. We observe that ego-strength and performance are positively correlated. It indicates that when ego-strength increases, performance also increases and 'vice-versa'. Singh and Srivastava (1978) also reported a positive relationship between ego-strength and performance.

C O N C L U S I O N S

- (1) Having positive attitude towards job, the satisfied workers elicit higher amount of productivity in comparison to dissatisfied workers who have negative attitude towards their job.
- (2) Workers with higher level of ego-strength evince higher level of productivity also.
- (3) Personality and attitudinal variables play an important role in determining the levels of performance. Though these variables separately affect the performance level significantly but when put together their effect was not found significant.

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Table I

Significance of differences between mean performance scores
of highly satisfied-low satisfied and high ego-
strength-low ego-strength groups

	Mean	S.D.	C.R.	p
High Satisfied N = 50	19.54	3.20		
Low Satisfied N = 85	18.03	2.80	2.75	.01
High Ego-Strength N = 52	42.80	8.15		
Low Ego-Strength N = 46	35.30	7.30	4.81	.01

Table II

Summary of 2 x 2 factorial design: Analysis of variance

	Variance	Ss	df	Ms	f	p
A :	Satisfaction	2.31	1	2.31	6.08	.05
B :	Ego-Strength	14.30	1	14.30	37.63	.01
A x B	Satisfaction x Ego-Strength	.01	1	.01	.03	NS
Error :	Within Treatment		64	.38		