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OF THE JOB PERFORMANCE-JOB
SATISFACTION RELATIONSHIP

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EGO-STRENGTH AS A MODERATOR VARIABLE OF THE JOB PERFORMANCE
JOB SATISFACTION RELATIONSHIP

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A b s t r a c t

In this study an attempt was made to find out the critical influence of ego-strength on the job performance-job satisfaction relationship. The E-S Scale (Ego-Strength Scale) and the S-D Employee's Inventory were administered on a sample of 200 blue-collar workers of a state owned spinning mill located in North India. The performance data were obtained with the help of daily work records of the respondents. The moderated regression and sub-group analytical strategies were applied to determine such effects. The moderated regression analysis did not show significant moderating effect ($F = 1.50, df = 1,196$). The sub-group analysis show negligible moderating effect which was not found to be statistically significant ($CR = .35$).

Introduction:

In contrast to the predictions of layman and 'human relations' theorists, the earliest comprehensive reviews of research on the relationship between job attitude and employee performance reported very low average correlations between the two variables across the various studies (Brayfield, and Crockett; 1955, Herzberg, Mausner, Peterson, and Capwell, 1957). It was reinforced by Vroom's (1964) review of 20 empirical studies of the performance-satisfaction relationship, which found a median correlation of .14 between the two variables across the various studies with correlation coefficients ranging from -.31 to .86.

The prior researches were based on the assumption that satisfaction was the direct cause of job performance. Porter and Lawler (1968) subsequently proposed a model in which successful performance of a task led to satisfaction. According to their model performance is linked to satisfaction, and the nature of their linkage is determined by the rewards (intrinsic and extrinsic) for performance and the perceived equity of these rewards. There have been numerous studies supporting the importance of extrinsic rewards, need for achievement, and self-esteem in determining the relationship between performance and satisfaction (Cherrington, Reitz, and Scott, 1971; Yukl, Wexley, and Seymore, 1972; Steers, 1975; Jacobs and Solomon, 1977; and Inkson, 1978).

In the present study ego-strength is examined as a moderator variable of job satisfaction-job performance relationship. It is hypothesized that the correlation between job satisfaction and job performance will be high for high ego-strength group rather than low ego-strength group. For this moderated multiple regression and subgroup analyses were used.

METHOD

Sample: Study participants were 200 blue-collar workers, working in the Reeling Department of a state-owned spinning mill located in North India. The mean age of respondents was 27 years. Their average monthly income was Rs. 260.75. The educational attainment of the respondents ranges from uneducated to Intermediate classes with a work experience range of 18 to 36 months.

MEASURES:

The Ego-Strength Measures: Hasan's (1970) E-S Scale has been applied to measure ego-strength. It has 32 simple statements. The odd-even reliability of the scale is reported to be +.78. The test-retest reliability coefficients of the scale were determined by administering the scale after a gap of two weeks (+.86), and also after six weeks (+.82).

The Satisfaction Measures: The S-D Employee's Inventory has been administered to assess the job satisfaction of the workers (Pestonjee, 1973). It 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 which could be responded in terms of 'Yes' or 'No'. The areawise split half reliability coefficients are found to be .99 for Job, .99 for Management .98 for Social Relations and .98 for Personal Adjustment.

The Performance Measures: The performance data were obtained with the help of output from the daily work records of the past six months (August, 1977 to January, 1978) of the workers. The average production value of the individual workers was taken as his performance score.

Analyses: Moderated regression analysis was used to determine the moderator effects of ego-strength on job performance-job satisfaction relationship. The subgroup analytical strategy has also been used in the present study. According to Zedeck (1971), a moderator effect 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.

R E S U L T S

Moderated Regression Analysis:

The zero-order correlation between job satisfaction and job performance is found to be .34. When job performance is predicted using both job satisfaction and ego-strength, R increases to .538, $F(2, 197) = 40.04, p < .01$. When we add job satisfaction \times ego-strength interaction term, the increased R is found to be .548, which

is significant beyond .01 level ($F = 28.00$, $df = 2, 196$). The difference between the two multiple correlations is not found to be statistically significant ($F = 1.50$, $df = 1, 196$).

Sub-group Analysis:

Table 1

Relationship between job satisfaction and job performance
for entire and sub samples

Nature of samples	r	p
Entire Sample (N = 200)	.34	.01
High Ego-Strength (N = 52)	.27	.05
Moderate Ego-Strength (N = 102)	.22	.05
Low Ego-Strength (N = 46)	.21	NS

In sub-group analytical strategy the data were first analysed using product-moment correlation for the entire sample. The results, shown in the table 1 indicate that before ego-strength effects were considered, overall job performance was significantly related to job satisfaction ($r = .34$, $p < .01$). In order to test for the effects of ego-strength on the performance-satisfaction relationship separate product-moment correlations were computed between the two variables for high, moderate and low ego-strength groups. A significant relationship was found between performance and satisfaction among the high ego-strength group ($r = .27$, $p < .05$) as well as moderate ego-strength group ($r = .22$, $p < .05$).

Whereas the correlation between the two variables is not found to be significant among low ego strength group. As can be seen in the table-1 the correlation between performance and satisfaction is found to be greater for high ego-strength group than that of moderate and low ego-strength groups, but the differences between these correlations were not found to be significant.

DISCUSSION:

The complex relationship has been proven between job satisfaction and job performance in a large number of earlier theoretical and empirical researches of organizational behaviour (Brayfield, and Crockett, 1955; Vroom, 1964; Locke, 1970; Kesselman, Wood, and Hagen, 1974; Steers, 1975; Inkson, 1978, and Pestonjee, Singh, and Singh, 1980). Recently it was felt that some improvements might be made over previous researches in this area. A comprehensive strategy for analyses was designed to relate the employees' performance with job satisfaction.

In order to test the effects of ego-strength on satisfaction-performance relationship the moderated regression and sub-group analyses have been adopted. The results obtained by moderated regression analysis indicate that ego-strength does not have a significant moderating influence in the relationship of these two variable.

The sub-group analytical strategy showed a significant relationship between job satisfaction and job performance for entire sample.

When the sample was divided at the Q_1 Q_3 based on ego-strength scores, the significant relationships between two variables have been obtained for high and moderate ego-strength groups, whereas it was not found to be significant for low ego-strength group. However, the difference between correlations of high and low ego-strength groups was also not found to be significant. It is important to note that the associations between these two variables have been obtained weaker for high, moderate and low ego-strength sub-samples than that of entire sample. Although the results did not confirm our hypothesis that the correlation between job satisfaction and job performance will be high for high ego-strength group rather than low ego-strength group, yet it was found to be in the expected direction. Thus the indication is that for this sample, the moderating effects of the ego-strength is absent. Several factors have minimized the moderating effects on the relationship. Kesselman, Wood, and Hagen, (1974) point out that a partial overlap in the two reward systems may reduce the observed difference between the relationship of two groups. Recently self-esteem has been reported as a significant moderator of the relationship between performance and intrinsic satisfaction but not for performance and extrinsic satisfaction (Inkson, 1978).

In summary, the ego-strength does not appear to represent an important moderator variable in the job performance-job satisfaction relationship. Although the results of both, moderated regression and subgroup analyses are consistent with the argument that the

relationship between job satisfaction and job performance will be higher for workers with higher ego-strength rather than workers with weaker ego-strength. Further research is needed which specifies in detail the effects of personality characteristics, different job settings, subject samples and the measures of performance and satisfaction on the causal relationships between satisfaction and performance.

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