

CHAPTER III

DESCRIPTION OF THE VARIABLES AND DEVELOPMENT OF HYPOTHESES

The present investigation attempts to explore the interaction among different personal and organizational variables that lead towards the attainment of self-actualization and to predict the most important variable that provides highest psychological growth.

Background variables

The background variables e.g. age and education are important determinants of employees' attainment of psychological growth in the organization. Their age and education influence to a great extent their psychological growth.

Age

Maslow (1954) thought that more self-actualizing persons are found in higher age group since younger generation is more concerned with recognition and competitiveness. Older employees, as compared to young employees are supposed to be more mature in their perception of time in which the past and future are in a meaningful continuity. Moreover, they develop confidence in their own decisions and act in accordance with their own internal motivation. They are less influenced by others and external sources. Moreover, with the age and maturity, employees are supposed to hold their own internalized values.

Gardner's (1977) study that the younger workers would show a great concern for higher order needs was not supported.

Kaufman (1974) demonstrated in a study that the degree of self-actualization varies with age, being higher in older group. In the light of present arguments, it is hypothesized that;

1. The higher the age, the greater the inner-directedness and time-competence.
2. The higher the age, the greater the adoption of self-actualization values.

Education

One of the major salient characteristics which the employees bring with them when they enter the organization is their educational level which is an important variable affecting both the employees' performance and their work attitudes. Employees, with the higher educational level, develop the insight into things and learn to think and act in their own way, rather than being influenced by external sources. They act according to their own inner-requirements. Moreover, they are mature enough to shape their present in the light of their past and future. Such persons, because of their sharpened reasoning due to higher educational level, are more bent toward self-actualization. They, because of their inclination toward self-actualization, live a life guided by their own self-actualizing values.

that

Seybolt (1976) observed in a study^{that} the higher the education, the higher the level of job-variety and task-complexity necessary for work satisfaction.

Fales (1975) explored in a study that those individuals who continued their education beyond the master degree had higher self-actualization motivation.

Fellenz's (1972) study showed that those students who had completed college degree did significantly better on the inner-directed scale. Therefore, it is hypothesized that:

3. The higher the educational level, the greater the inner-directedness and time-competence.
4. The higher the educational level, the more the adoption of self-actualizing values.

Objective Indices of organization:

Objective indices of organization e.g. income, position in the organizational hierarchy, levels of superior positions that exist above the position, levels of subordinate positions that exist below the position and length of service have differential effect on their psychological growth.

Income

The income is an important aspect of self-actualization since the individual stuck at the physiological and safety need levels would not be able to reach the level of self-actualization. Higher-income may turn employees more time competent in so far as they do not brood over the past deficiencies or are apprehensive of the future. Employees, with

high income, may become more inner-directed. They are guided by their own internal values, since untouched by the grievances of poverty, they get the opportunity to take things in their own way, to take their own decisions and judgments. They are more guided by self-actualizing values.

Maslow (1973), in his "need-hierarchy theory" preponed that prepotent lower order needs must be satisfied before an individual becomes aware of or motivated by higher order needs. The good income is essential for the gratification of physiological and safety needs.

Herzberg (1959), in the development of his "Motivation--Hygiene theory" found income to be important hygiene factor, the absence of which causes dissatisfaction. Seybolt (1976) showed in his study that higher the pay, the higher the job variety and task - complexity necessary for work satisfaction.

It is, therefore, hypothesized that:

5. The higher the income, the higher the inner-directedness and time-competence.
6. The higher the income, the more the adoption of self-actualizing values.

Position

Position of the employees in the organization is one of the main factors in determining their level of personal growth because of their opportunities on lack of opportunities they get being in a particular position. The employees in a higher position, already satisfied in their basic needs, find

greater opportunities for self-actualization. They are more time-competent since their higher positions turn them less apprehensive of the future or sorrowful for the past. They are more inner-directed, because their position generates the self-confidence in themselves and are guided by their own inner impulses. Moreover, since employees in higher position get opportunities for self-actualization, they adopt their own internalized values and act according to them.

Porter (1962) reported in a study that the degree of perceived satisfaction of the three high order needs were strongly related to the vertical level of position within management. In his other studies (1963a, b), he found that higher level managers considered self-actualization and autonomy needs more important than did lower level managers and that line managers perceived greater need fulfillment than staff managers. These studies consistently showed that the higher level managers are more concerned with higher order needs than managers at lower levels in the organizational hierarchy.

Centers and Bugental (1966) showed that at higher occupational levels, intrinsic job components i.e. opportunity for self-expression, interest value of work etc. were more valued while at lower occupational levels, extrinsic job components i.e. pay, security were more valued. In the light of present arguments it is hypothesized that:

7. The higher the position, the higher the inner-directedness and time-competence.
8. The higher the position, the higher the adoption of self-actualizing values

Levels of positions existing above and below the employees' position have a differential impact on his or her psychological growth.

(a) Levels of Superior Positions Existing above the Position

The levels of superior positions that exist above the employees' position influence their psychological growth to a great extent. If comparatively fewer positions exist above their rank, they would have greater opportunities for self-actualization. The employees, who have fewer people above them get more freedom to initiate and exercise their own ideas and act according to their own inner-requirements rather than being guided by others. Moreover, the responsibility of their position renders them time-competent since they undertake any problem with full awareness of past and present. Such employees have better opportunities to adopt and exercise their own higher values guided by norms of self-actualization.

Therefore, it is hypothesized that:

9. The greater the number of superior positions above the employee's position, the lower the inner-directedness and time-competence.
10. The greater the number of superior positions above the employee's position, the lower the adoption of self-actualizing values.

(b) Levels of Subordinate Positions Existing below the Position:

The levels of subordinate positions that exist below the employees' position affect their self-actualization. If a greater number of positions exist below their position, they would have more opportunities for growth. They, since, guide and supervise staff below them, enjoy the authority to take initiatives and think and act in their own way. The superiority of their position provides them more flexibility of the environment to exercise their higher values. Further, they develop a realistic evaluation of time.

In the context of present arguments, it is hypothesized that:

11. The greater the number of subordinate positions below the employee's position, the more the inner-directedness and time-competence.
12. The greater the number of subordinate positions below the employee's position, the more the adoption of self-actualizing values.

Length of Service:

The length of service also affects the attainment of psychological growth. The employees who work for quite a long time in the organization, get bureaucratized in the long process. It hampers them reaching the level of self-actualization. In the present context, it is hypothesized that:

13. The greater the length of service, the lower the inner-directedness and time-competence.

14. The greater the length of service, the lower the adoption of self-actualizing values.

Personality Variables

Personality variables include individual's personal belief system and attitude.

Personal Belief System

Each individual, who enters the organization, has his or her own personal belief-system which reflects his or her open-mindedness or closed-mindedness i.e. dogmatism. Rokeach (1960) describes closed-minded or open-minded individuals by utilizing the construct of a belief-disbelief continuum. A closed system, according to Rokeach, is that where "there is a high magnitude of rejection of all disbelief subsystems, an isolation of beliefs, a high discrepancy in degree of differentiation between belief and disbelief subsystems (p. 61). The belief system represents all the beliefs, sets or hypotheses which a person accepts either consciously or unconsciously, as true of the world he or she lives in. The disbelief system contains a series of subsystems rather than merely a single one, which include all the disbeliefs, sets or expectancies, conscious or unconscious, a person at a given time rejects as false.

Assuming isolation to be the defining characteristic of the systems of belief and disbelief, Rokeach (1960) distinguishes the open system from the closed system as follows:

The more open the system, the more should the person address himself to objective structural requirements that is logical relationships and the more should be resist irrelevant motivational or reinforcement pressures (p. 61)

A person closed in his or her belief system fails to react in terms of the relevant characteristics of a situation. He or she lacks the intelligent and realistic perception of the relevant and irrelevant factors of the situation apart from each other. His or her responses depend more on the irrelevant external pressures arising from external authority and social institutional and cultural norms. He or she is unable to evaluate information in terms of inner-requiredness.

A person in his or her belief-system is guided by internal self-actualizing forces. He or she resists the external authority and externally imposed forces.

Similarly, he or she is more time-competent. His or her past and future orientations reflect his or her self-actualization to the extent that instead of being guilty for his or her past, he or she gives it a reflective thought and ties future to the present goals. Moreover, such a person adopts self-actualizing values and acts and lives according to these values rather than being influenced by others.

The literature on dogmatism has given little attention to this variable as it relates to self-actualization. Only a few attempts have been made to study this construct with self-actualization or related concepts.

Frank (1971) in a study of the relationship between dogmatism, preference for self-actualizing values and indirect-discussion-leadership showed the considerable evidence of a significant relationship between dogmatism and mental health.

Tamayo (1973) found a low but significant negative relationship between dogmatism and self-acceptance.

Close (1975) found in a study, first line and lower middle managers more dogmatic than upper middle and top managers indicating the desirability of considering the personality construct (dogmatism) in research concerning managerial achievement.

Researches have been conducted on dogmatism in relation to the construct of the locus of control which has characteristics identical with inner-directedness.

Odell's (1959) study reflected that externals showed greater tendencies to conform.

Woodruff and Werner's (1965) investigation suggested that internals are not simply resistant to influences but are discriminating about what influences they will accept.

Alanc and Steward (1977) displayed in a study that ministers professing "Steady growth" in the Christian-faith were more likely than the "converted" to display open, liberal and self-actualizing attitudes.

The finding of Knapp and Comrey's (1973) study showed the significant negative relationship between the self-actualization and conformity.

Hess and Rhoda (1973) found a negative correlation between dogmatism and self-esteem.

Pope (1977) showed in a comparable study of androgynous, male competitive career women and women in traditional feminine career that the openmindedness was related significantly with inner-directedness but not with self-actualizing values in first group and both with the inner-directedness and self-actualizing values in second group.

Spositio and Richards (1974) found in a correlational study of dogmatism with task-rankings that highly dogmatic individuals see themselves as performing innovative tasks less and idealize task-organization more than do their low dogmatic counterparts.

In the view of present arguments, it is hypothesized that:

15. The more the person is open in his or her belief-system, the greater is the inner-directedness and time-competence.

16. The more the person is open in his or her belief-system, the more is the adoption of self-actualizing values.

Attitude towards change

Management finds one of its greatest handicaps in the resistance of employees to change of any sort. The basic reason of this resistance may be that most changes disturb the equilibrium of the environment where people work. Different

people see different meanings in the change according to their own expectations and temperament.

Drucker (1969) argued that large industrial organizations aim at the efficient accomplishment of known and defined tasks in set and approved ways. They prefer bureaucrats who have the ability to do better than the courage to do differently. The requirement of the organization to do things in a routine manner, turn people passive and resistant to change. Most people are comfortably adjusted to work according to established norms, in a routine manner. They get uneasy in the face of any new situation.

Some people characteristically adapt i.e. reflect bureaucratic bent of mind or characteristically innovate i.e. possess the positive attitude towards change. According to Bright (1964) the innovative person is less conforming to rules, social norms and accepted patterns.

A person who accepts change lives a life guided by his own internal motivation. He or she is not much influenced by external authority and social norms. Such a person welcomes the uncertainty and risk in an innovative situation because of his or her capacity to deal with change in the light of his or her past experiences, without being fearful of the future. Moreover, such a person holds his or her own internalized values and because of these values he or she perceived any change as good in itself.

Literature on the phenomenon of change shows a scarcity of the studies on change in relation to self-actualization. No

specific study can be pointed out for the purpose, yet a few studies on the similar concepts can be mentioned.

Fulton (1976) found in a study that the levels of self-actualization made a significant difference in risk-taking choice.

Ehrlich (1969) studied the acceptance of change with the openmindedness, which is a characteristic of the self-actualization and came to the conclusion that the greater the openmindedness, the greater the acceptance of change.

In the light of present arguments, it can be hypothesized that:

17. The greater the acceptance of change, the higher the inner-directedness and time-competence.
18. The greater the acceptance of change, the higher the adoption of self-actualizing values.

Organizational Climate

Every organization has its own climate which contributes to the psychological growth of the individual. Porter (1966) suggested that industrial psychologists need to study the individual differences in the context of organizational theory. According to Merton (1940) and Weber (1946), the work-environments represented by bureaucratic organization model would appeal to individuals having certain personality characteristics. Gordon (1968-b) postulated a personality construct, "Bureaucratic-orientation", based on the bureaucratic model and defined it as the commitment to the set of attitudes, values and behaviours

that are characteristically adapted and rewarded in this type of organization.

The theoreticians and practitioners are interested in the characteristics of individuals who easily adjust in this type of work-environment. The impact of bureaucracy on the personality of the individual has been a matter of considerable concern to organizational theorists.

Merton (1940) described the personality change as being a probable major outcome of bureaucratic service.

Weber (1946) stated that growing bureaucracy was "partialling out the soul" of mankind.

According to Gordon (1968-a) the "bureaucratic-orientation" construct reflects an intended outcome of bureaucratization process. Bureaucratic organizations are much prevalent in to-day's society. Bureaucracy emphasizes on structure, order and rules to provide predictability and stability in an organization. The emphasis on predictability gives rise to impersonality. The bureaucracy ignores person and their needs. The person becomes habitual to work according to a scheduled pattern, under a fixed code of rules and regulations. He or she is more guided by formal authority than by internalized values. He or she is less present-oriented. His or her insecurity makes him or her extra-careful and apprehensive of the future and he or she looks for a secure position which bureaucracy provides.

Though the available literature on bureaucracy shows a scarcity of studies in this field, a few studies can be cited in this direction.

Margulies' (1969) study shows that the behavior of self-actualizing individuals is less determined by formal

authority and more by internal values.

Paine (1966) found that the bureaucratic characteristics frustrate the higher level needs.

Correlations between the bureaucratic-orientation and the values measured by the "survey of inter-personal values" or SIV (Gordon, 1960) and the "survey of Personal Values" or SPV (Gordon, 1967) had been obtained for five adult samples. Highly significant correlations had been found in a positive direction with conformity and orderliness and in a negative direction with independence and variety. Similarly, in another study of values, results showed that the bureaucratically oriented individuals placed higher value on clearly defined work objectives and lower value on setting high standards of accomplishment for themselves.

Kakkar (1970) in his Indian study on two high school samples and two college samples reported highly consistent significant relationship of bureaucratic-orientation with conformity, orderliness, independence and variety. These results consistently obtained at both the adult and student levels, are in complete agreement with previous findings of Gordon.

Harrison (1975) showed in his study that the more bureaucratic the systems of management, the lower the perception of both organizational effectiveness and performance.

Jain's (1977) study reflected that the intrinsic motivation could be predicted by bureaucratic measures and that lower level of bureaucracy increases intrinsic motivation.

In keeping with these views, it is argued that since a specific organizational culture, defined in terms of specific set of values, attitudes and behavioral norms can contribute to the degree in which persons can actualize themselves, the construct of bureaucratic-orientation should be studied to see how far it hampers the self-actualization of the individual. It is hypothesized that:

19. The higher the inner-directedness and time-competence, the lower the bureaucratic-orientation.
20. The higher the adoption of self-actualizing value, the lower the bureaucratic-orientation.