SELF-ACTUALISATION AND ORGANIZATIONAL CLIMATE
A Study of Indian Managers

*Gauri Shankar**

This study investigated the relationship between the variables of the organisational climate and the level of self-actualisation of 433 Indian managers. The scores on the Organisational Climate Questionnaire and the Personal Orientation Inventory subscales were correlated and some significant relationships were identified. The author concludes that the employee's perception of his present organisational climate is not, on the whole, meaningfully related to his ability to self-actualise. Conversely, the employee's perception of his present organisational climate is, in the main, unaffected by his level of self-actualisation.

I. INTRODUCTION

Productivity and higher productivity is the slogan of the day. For raising productivity at the micro level, the basic task of management is that of managing an organisation that functions effectively. To achieve this, the management must harness the potentialities of every individual and group to the fullest extent possible by creating an organisational climate in which every member of the organisation self-actualises. Self actualisation emphasizes the importance of maximal growth and development of human potential. It has been equated with such terms as self-realisation, optimal functioning, psychological health and individual autonomy. All these imply the highest stage of personality development or the optimal personality functioning and positive mental health (Satapathy, 1980).

At the work place, self-actualisation becomes a need which drives an individual to become everything that he is capable of being. This driving force leads the individual toward reaching a job level consistent with his skills, abilities and aptitudes when an employee is provided with such a working position where he is able to exploit and utilise all his potentialities, the job itself can serve as a source of gratification for him. Since one's organisational climate may promote or inhibit self-actualisation, this study aims at demonstrating the relationship between the individual's perception of his organisational climate and self-actualisation.

The present study focuses on studying motivational dynamics in terms of Maslowian self-actualisation need and its relationship with organisational climate. This research is undertaken to advance the state of knowledge in the area of people's motivation in industrial organisations. More specifically, the purpose of this research is to define better the importance of the need for self-actualisation as it effects optimal functioning.

*Reader in Commerce, Shri Ram College of Commerce, University of Delhi, Delhi.

II. EXPLANATION OF THE TERMS USED

(i) **Manager** is a person occupying a position in the formal organisation, who is responsible for the work of at least one other person and who has formal authority over that person.

(ii) **Lower management-personnel** include managers who are at the first level of supervision. In other words, managers who are the first-line reporters in an organisation or its department, division or section comprise lower management.

(iii) **Middle management personnel** include all those who fall in between the first-line supervisors and top executives, i.e. Directors and General Managers. In other words, managers between the first-line reporter and the last reported in an organisation comprise middle management.

(iv) **Self-actualisation** means to become all that one is capable of becoming. Maslow expressed it : "What a man can be he must be (Maslow, 1970)." In other words self-actualisation is the desire to become everything that one is capable of becoming. Individuals satisfy this need in different ways. In one person, it may be expressed in the desire to be an ideal mother; in another it may be expressed in managing an organisation; in still another by playing the piano. In effect, self-actualisation is the person's motivation to transform the perception of self into reality (Luthans, 1992).

(v) **Organisational climate** has generally been defined as an individual's perception of his work environment. "It refers to the shared perception of the individuals in the organisation regarding the organisational policies, practices and procedures. It is the sum total of their perceptions being formed on the basis of experiences of the micro events in their working lives."

III. BASIC ASSUMPTIONS

(i) The need-gratification theory or hierarchy of needs as proposed by Maslow is a generally acceptable workable foundation for the basic drives of human beings (Maslow, 1970).

(ii) Basic needs are operative throughout our society and may be found in human beings regardless of their occupation, station in life, or ethnic or cultural background.

(iii) Human beings seek to satisfy their basic needs continuously and their face can be measured at any point of time.

(iv) Human beings express these needs not only in the choice of their occupation, but in their desire to grow and succeed within their occupational environment.

(v) All human beings possess needs of self-actualisation in greater or lesser degree.

(vi) Biological, social or psychological needs inspire over the others at one or the other point of time.

(vii) The Personal Orientation Inventory (POI), the psychological instrument used to measure self-actualisation does indeed measure self-actualisation as originally defined by Maslow who expressed "much satisfaction" with it (the POI) (Shostrom, 1964).

(viii) The profile of organisational characteristics (POC), the psychological tool used to measure the managers' perception of their organisational climate does indeed measures organisational climate as originally defined by Rensis Likert (Shankar 1988).

(ix) The validity and reliability coefficients established for POI and POC are dependable for purposes of this research.

IV. PROFILE OF THE SELF-ACTUALISING PEOPLE

In his research, Abraham Maslow (1970) found self-actualizing people shared the following common characteristics :

(i) They have more efficient perception of reality and more comfortable relations with it.

(ii) They have greater acceptance of themselves, others and nature.

(iii) They are relatively spontaneous in behaviour and their behaviour is marked by simplicity and naturalness and by lack of artificiality or straining for effect.

(iv) They are problem-centred rather than ego-centred.

(v) They have the quality of detachment or a high need for privacy.

(vi) They have a higher degree of autonomy or independence of culture and environment. That is, they do not depend on extrinsic satisfactions for motivations; rather they are motivated by their continued growth, by a need to develop latent resources.

(vii) They have a continued freshness of appreciation for the basic goods of life with awe, pleasure and wonder.

(viii) They experience on occasion what Moslow refers to as a peak experience.[1]

(ix) They have a genuine desire to help the human race. That is, they have a deep feeling of identification, sympathy and affection for the mankind.

(x) They have deeper and more profound interpersonal relations than other adults.

(xi) They are democratic in the deepest possible sense. They not only recognise others regardless of education, political belief, race, colour or class but also find it possible to learn from any body who has something to teach.

(xii) They tend to readily recognise the difference between means and ends. Although primarily interested in the end, they can often enjoy the means as an end in itself. They are strongly ethical. They have, definite moral standards; they do right and do not do wrong.

(xiii) They possess an unhostile sense of humour.

(xiv) They possess relatively high degree of creativeness. They have a way of getting directly to the heart of a problem and finding a novel solution.

(xv) They strongly resist enculturation and maintain a certain inner detachment from the culture in which they are immersed.

If one were to take the fifteen characteristics listed above and set out to identify people as self-actualisers, one would probably be disappointed in that no single person at all times displays all these characteristics. The

above characteristics resulted behaviourally in those individuals who are able to resolve polarities or opposites or dichotomies better than the average population (Maslow, 1970).

V. ADJECTIVES USED TO DESCRIBE PERSONS AS "SELF-ACTUALISED"

In the self-actualisation study conducted by Dr. Everett L. Shostrom, psychotherapists listed the following adjectives which described those persons nominated by psychologists as self-actualised (Shostrom, 1964) :

active, busy, involved, participant, energetic motivated, concerned, hard-working constructive, productive, creative, enterprising, alert, imaginative giving, helpful, generous.

eager, life-appetitive, enthusiastic, adventurous, sensual optimistic, confident

enriched

happy, warm

responsible, stable, mature, self-assered, independent, reliable, dependable; self-directing balanced, moral, adjusted, honest realistic

conscientious, dedicated, thoughtful, discriminating, patient, aware, empathetic, kind, sensitive, sympathetic feeling

non-defensive, open, self-exploring, out-going, direct, spontaneous, non-threatened, responsive, non-threatening seeking, searching, still-learning

democratic

social, friendly, personable, gracious, appreciative, delightful, humorous, loving, sincere

adaptable, flexible

content, satisfied

accepting, calm, quiet, unassuming, tolerant modest, humble

organised, efficient, integrated, well-functioning competent, capable, intelligent

successful.

VI. THE SAMPLE

Managers who participated in this study were employed in ten manufacturing organisations located in and around Delhi. For reasons of confidentiality, the identities of the companies are not being revealed. All the ten organisations selected for this study have been in business for the last 30 to 60 years. They were selected on the following basis :

Firstly, in order to maintain relatively close personal contact with the companies and their respondents, research sites were confined to the selected places in and around Delhi.

Secondly, only the medium and large companies were considered for the study, in order to obtain relatively a large sample of managers from each company.

Thirdly, to delimit the diversity of companies selected for research study, companies are restricted to manufacturing companies only which were in different industries or had different products, processes and markets.

All middle and lower managers in the participating companies, with the exception of those who did not have subordinates for supervision were requested to participate. Absentees were ignored.

The total number of managers who were distributed the set of research instruments was 587. Of this total, 154 were eliminated for one or the other reason : either the individual did not respond to the question-naire at all or having responded, the data

on their questionnaire were either unintelligible or incomplete. Thus, the total usable sample amounted to 433 participants, or a testable response rate of 74 percent.

The salient features of the sample are as follows :

1. Age Distribution

	No.	Percentage
21-29 Years	93	21.48
30-45 Years	238	54.97
46-55 Years	86	19.86
56 onwards	16	3.69
Total :	433	100.00

2. Educational Qualifications

	No.	Percentage
Non-graduate	76	17.55
Graduate	203	46.88
Post-graduate and higher	154	35.57
Total :	433	100.00

3. Professional Qualifications

	No.	Percentage
Engg.	163	37.64
Accounting	53	12.24
Legal	23	5.31
Management	61	14.09
Other	76	17.55
Only general education	57	13.17
Total :	433	100.00

4. Levels of Management

	No.	Percentage
Lower level managers	201	46.42
Middle level managers	232	53.58
Total :	433	100.00

5. Functional Area

	No.	Percentage
Production	98	22.63
Marketing	73	16.86
Personnel	55	12.70
Finance	51	11.78
Others	156	36.03
Total :	433	100.00

6. Duration in Present Position

	No.	Percentage
Upto 2 Years	138	31.87
3-5 Years	160	36.95
6-10 Years	66	15.24
11-20 Years	46	10.62
20 + Years	23	5.32
Total :	433	100.00

7. Total Length of Service in the Present Organisation

	No.	Percentage
Upto 2 Years	38	8.78
3-5 Years	61	14.09
6-10 Years	87	20.09
11-20 Years	148	34.18
20 + Years	99	22.86
Total :	433	100.00

8. Marital Status

	No.	Percentage
Single	57	13.16
Married	370	85.45
Others	06	1.39
Total :	433	100.00

VII. RESEARCH INSTRUMENTS

1. Personal Orientation Inventory [POI]

POI designed by Shostrom was used for measuring the level of self-actualisation of the managers. The POI was constructed to measure the values and behaviour characteristics of the self-actualised person. The test was not exclusively based on the formulations of Maslow, but included the theories of Riesman, Glazer, Denny, May, Angle, Ellenberger, Pearl, Beach and Goldberg (Knapp, 1976).

The POI consists of 150 two-choice comparative-value-judgement items reflecting values and behaviour seen to be of importance in the development of the self-actualising individual. In responding to the POI, the respondent is asked to select the one statement in each pair that truly reflects his personality. One example of the POI items is :

I feel guilty when I am selfish.

I do not feel guilty when I am selfish.

The POI items are scored twice, first for two basic scales of personal orientation, inner-directed support (127 items) and time competence (23 items) and second for ten sub-scales each of which measures a conceptually important elements of self-actualisation. For the purpose of this study, in addition to these scales, a simple combination of inner-directed and time-competence was also calculated which

serves the best "single" predictor of an overall measures of POI (Damm, 1972). The POI scales are described in Table 1.

Regarding interrelationships among the POI scales, Knapp (1972) found that most of the intercorrelations among the sub-scales were positive, ranging in magnitude from .02 upto .64. Positive inter-correlations among most of the sub-scales are not surprising because the sub-scales contain varying number of overlapping items. The Time Competence and Inner-Directed scales are the only scales that do not have overlapping items (Shankar, 1988). Inter-correlations among the POI scales are presented in Tables 2 and 3.

Taking into consideration the inter-correlational matrix for POI derived from data from U.S.A, (Table 2) and when compared with the inter-correlational matrix for POI derived exclusively from Indian data (Table 3) we observe that there is to a very large extent similarity between correlation coefficients. Therefore, it can safely be concluded that the POI is valid enough for application in Indian situation too.

It is concluded by this researcher that the POI is a suitable instrument for measuring Maslow's concept of self-actualisation. Not only did Maslow himself consider the POI a meaningful device by which an individual's level of self-actualisation could be determined, but the statistical evidence appears to satisfy the requirements of validity and reliability. Shostrom, Bloxom and Tosi and Lindamood also concluded that POI is a valuable diagnostic and research instrument as well as a useful therapeutic instrument (Shankar, 1988)."

2. PROFILE OF ORGANISATIONAL CHARACTERISTICS [POC][18]

The Form SLM, an updated version of the

Table 1 : Scoring Categories for the Personal Orientation Inventory*

Number of Items	Scale Number	Symbol	Description	Number of Items	Scale Number	Symbol	Description
I. Ratio Scores				26	10	Sa	SALE ACCEPTANCE Measures affirmation or acceptance of self in spite of weaknesses or deficiences
23	1/2	T_i/T_c	TIME RATIO Time Incompetence/ Time Competence- measures degree to which one is "present" oriented				
127	3/4	Q/I	SUPPORT RATIO Other/Inner-measures whether reactivity orientation is basically toward others or self	16	11	Nc	NATURE OF MAN Measures degree of the constructive view of the nature of man, masculinity, feminity
II. Sub-Scales							
26	5	SAV	SELF-ACTUALIZING VALUE Measures affirmation of primary values of self-actualizing persons.	9	12	Sy	SYNERGY Measures ability to be synergistic, to transcend dichotomies
32	6	Ex	EXISTENTIALITY Measures ability to situationally or existentially react without rigid adherence to principles	25	13	A	ACCEPTANCE OF AGGRESSION Measures ability to accept one's natural aggressiveness as opposed to defensiveness, denial and repression of aggression
23	7	Fr	FEELING REACTIVITY Measures sensitivity of responsiveness to one's own needs and feelings	28	14	C	CAPACITY FOR INTIMATE CONTACT Measures ability to develop contactful intimate relationships with other human beings, unencumbered by expectations and obligations
18	8	S	SPONTANEITY Measures freedom to react spontaneously or to be oneself				
16	9	Sr	SELF REGARD Measures affirmation of self because of worth or strength				

*(Shostrom, 1980)

POC was used in this study. It is a 32-item questionnaire that helps an organisation assess its management system by providing a means for employees at all levels to describe the system in use in their organisation. Based on the work of Dr. Rensis Likert, the POC measures six prime aspects of the organisational climate : leadership, motivation, communication, decision-making, goal setting and the control process.

For each question, the subjects were asked to fill out two responses, one which

Table 2 : Intercorrelational Matrix[1] for Personal Orientation Inventory

	POI Scales		2	3	4	5	6	7	8	9	10	11	12
1.	Time Competent	Tc	.49	.26	.31	.20	.38	.44	.43	.19	.29	.17	.25
2.	Inner Directed	I		.54	.70	.58	.71	.62	.63	.37	.41	.61	.55
3.	Self-Actualizing Value	SAV			.21	.23	.45	.56	.03	.41	.58	.32	.15
4.	Existentiality	Ex				.32	.42	.32	.57	.27	.36	.39	.48
5.	Feeling Reactivity	Fr					.44	.25	.21	.03	.12	.64	.53
6.	Spontaneity	S						.44	.40	.17	.30	.47	.30
7.	Self-Regard	Sr							.21	.32	.26	.28	.23
8.	Self-Acceptance	Sa								.24	.22	.32	.30
9.	Nature of Man	Nc									.53	-.04	-.02
10.	Synergy	Sy										.28	.14
11.	Acceptance of Aggression	A											.44
12.	Capacity for Intimate Contact	C											

[1]Correlations are based on a collage sample of 138 from a report by Knapp

Table 3 : Intercorrelational Matrix[1] for Personal Orientation Inventory

			2	3	4	5	6	7	8	9	10	11	12
1.	Time Competent	Tc	.43	.21	.46	.18.	25	.35	.39	.16	.25	.23	.41
2.	Inner-Directed	I		.40	.63	.58	.55	.44	.55	.31	.33	.59	.69
3.	Self-Actualising Value	SAV			.19	.23	.43	.38	.04+	.31	.42	.26	.20
4.	Existentiality	Fx				.35	.34	.18	.51	.04+	.29	.37.	64
5.	Feeling Reactivity	Fr					.31	.20	.26	.07+	.21	.58	.53 ·
6.	Spontaneity	S						.30	.24	.09+	.25	.37	.41
7.	Self-Regard	Sr							.04+	.35	.22	.22	.22
8.	Self-Acceptance	Sa								08+	.11	.38	.46
9.	Nature of Man	Nc									.36	.06+	.10×
10.	Synergy	Sy										.27	.17
11.	Acceptance of Aggression	A											.47
12.	Capacity for Intimate Contact	C											

Notes : (1) +Not significant at the tested level of significance.
(2) x Significant at the .05 level of significance.
(3) All other coefficients of correlation not marked by + and x are significant at the 0.1 level of significance.

[1]. Correlations are based on a sample of 433 industrial managers as reported by the researcher.

describes their organisation at the present time and another which describes how they would like their organisation to operate. For each question, first they were asked to encircle the number on the 'N' line which they felt described their organisation at the PRESENT TIME (N = NOW). Then, they were to encircle on the 'L' line which described how they would like their organisation to operate (LIKE).

There are several items that measure each of the six aspects of the organisational climate. For instance, one of the three items that measures the leadership process is :

Leadership : How much confidence and trust is shown in subordinates ?

		Very little		Some		Quite a bit		A very great deal	
1	N	1	2	3	4	5	6	7	8
2	L	1	2	3	4	5	6	7	8

The each respondent was asked to encircle the number on the continuum that most nearly reflected his perception of the organisation. The continuum had 8 intervals, thereby presenting a wide range for consideration and simultaneously requiring a relatively high degree of specificity. The items were treated as continuous variables and represented systems[2] 1-4 as the respondent encircled from left to right.

Regarding the interrelationships among the POC scales, it was found that correlation between the composite score of the POC and scores of individual dimensions of the POC varies from +.69 to +.83 for NOW (present perception of the organisation) and from +.72 to +.82 for LIKE (perception of the organisation 'like to have'). This is shown in Tables 4 and 5.

Table 4 : Inter-Dimensional Correlational Matrix* for Profile of Organisational Characteristics : Perception of Present System for the Research Sample (N = 433)

	POC Scale	2	3	4	5	6	7
1.	Leadership	.56	.54	.44	.45	.36	.75
2.	Motivation		.56	.46	.57	.47	.81
3.	Communication			.56	.60	.48	.83
4.	Decision-making				.57	.49	.73
5.	Goal-Setting					.55	.79
6.	Control						.69
7.	Composite						

Note : All the correlations are positive and significant at the .01 level of significance.
*Correlations are based on a sample of 433 industrial managers as reported by the researcher.

It is obvious from Tables 4 and 5 that there is a significant correlation among all the six dimensions and between each dimension and the composite score on all the dimensions taken together. This indicates that every dimension is measuring in a significant way various aspects of organisational climate.

Table 5 : Inter-Dimensional Correlational Matrix* for Profile of Organisational Characteristics : Perception of Desired System for the Research Sample (N = 433)

	POC Scale	2	3	4	5	6	7
1.	Leadership	.51	.46	.43	.44	.39.	.72
2.	Motivation		.52	.43	.54	.49	.77
3.	Communication			.54	.52	.51	.82
4.	Decision-Making				.51	.52	.74
5.	Goal-Setting					.54	.75
6.	Control						.74
7.	Composite						

Note : All the correlations are positive and significant at the .01 level of significance.
*Correlations are based on a sample of 433 industrial managers as reported by the researcher.

3. BACKGROUND INFORMATION BLANK [BIB]

The BIB was specially designed for this research. All the participants of the study were requested to furnish certain biographical and demographic information. Through this BIB, data relating to age, educational qualifications, levels of management, functional area, length of service, etc. were collected.

VIII. ANALYSIS AND RESULTS

Correlation technique was used for the analysis of the data (Table 6).

The results obtained from the study presented the following relationships : (i) absence of relationship between many of the organisational climate variables and the self-actualising scales, and (ii) the presence of negative relationships.

More specifically, the absence of significant correlation between scores on the time-competence scale and the POC scales suggests that an individual's ability to "tie the past and future together in, meaningful continuity" has no relationship to his perception of the immediate organisational environment.

The presence of insignificant correlation between scores on the inner-directed scale and the POC scale suggests that the present organisational climate does not affect and is not affected by "self" orientation of the individual to a significant extent; but

there appears to be a tendency of negative relationship between the two. Thus, it may be that as the score on the Inner-Directed scale increases, the individual becomes more dependent on himself and less dependent on his peer group and external forces, i.e., an increase in self-orientation is accompanied by a slight decrease in dependence on external forces, i.e.,

organisation. Thus, the slight tendency of converse relationships is justified.

The absence of statistically significant correlation between self-actualising value and the POC scates indicates that there is practically complete absence of relationship between a person's affirmation of primary values of self-actualising people and his perception of present organisational climate.

Table 6 : Correlation Between the Managers' Scores on the Organisational Climate Questionnaire [POC] and the Personal Orientation Inventory [POI] Scales N = 433

	POC Scales						
	Leader-ship	Motiva-tion	Commu-nication	Decision-Making	Goal-setting	Control	Comp-osite
POI Scales							
1. Time Competence	-.01	.03	.05	.09	.07	.09	.06
2. Inner-directed support	-.04	-.02	-.01	-.04	-.02	-.02	-.02
3. Self-acutualising value	.03	-.03	-.01	.01	-.04	.01	-.01
4. Existentiality	12[+]	-.04	-.09	-.04	-.08	-.02	-.08
5. Feeling Reactivity	-.10[+]	-.06	-.02	.02	-.03	-.05	-.05
6. Spontaneity	.09	.05	.05	.06	.08	-.03	.07
7. Self-Regard	.13[x]	.06	.05	.06	.10[+]	.06	.10[+]
8. Self-acceptance	-.10[+]	-.09	-.05	-.05	-.04	-.01	-.08
9. Nature of Man	.03	.05	.03	.08	-.01	.09	.06
10. Synergy	.02	.01	.03	.08	-.01	.03	.03
11. Acceptance of aggression	-.04	-.05	-.06	-.06	-.03	-.07	-.06
12. Capacity for intimate contact	-.01	.00	.00	-.00	.01	.06	.01
13. Composite	-.03	-.01	.01	.06	.01	.01	.00

x Significant at the .01 level
+ Significant at the .05 level

Shostrom (1980) pointed out that interpretation of the POI scales is facilitated if the sub-scales are considered in pairs. Furthermore, he states, that the paired scales are synergistic. The scales, self-actualising value' and 'existentially' are paired scales. Again, self-actualising value scale measures the degree to which one's values are like those of self-actualising people. Whereas the existentiality scale measures the degree of flexibility in the application of these values to daily living. Consequently, the two scales are considered comple-mentary, reflecting the general area of valuing. The theoretical relationship is supported by their inter-correlations. The correlation coefficient is .21 (N = 138); a modest, but significant relationship (Shostrom, 1980). The correlation coefficient as reported by the researcher is .19(N = 433) significant at the .01 level. These factors combine to suggest that similar reasons might explain their relationship to the leadership' scale of the POC.

The correlation coefficient for the relation-ship between the leadership scale and Feeling Reactivity was negative but significant at the .05 level, suggesting inverse relationship between one's perception of the present organisation and a facet of self-actualisation. This result indicates that if the organisation is viewed as possessing system 1 or system 2 for Leadership process, the corresponding scores on the Feeling Reactivity will be high. Conversely, the covariation suggests that those who score low on the Feeling Reactivity scale will tend to perceive the organisational environment as having more benevolent or participative leadership characteristics.

The correlation between spontaneity and the POC scale appear to suggest that,

although the statistical correlations are not significant, at best the relationships between the variables tend to be positive. Most liberally interpreted, the data may suggest that as one's need to express his feelings intensifies, the perception of the present organisation increases.

Self-Regard measures one's affirmation of self because of self-worth. The results indicate there was a slight tendency of positive relationship between self-regard dimension and the POC scales. Thus, as the scores on the present POC moved from system 1 to System 4, scores an Self-Regard tended to increase modestly and statistically significantly when related to Leadership, Goal-setting and composite sub-scales of the POC.

There is no linear relationship between one's perception of the present organi-sational climate and one's scores on the Self-Acceptance scale; but there is a slight tendency of negative relationship between the variables, particularly, with regard to the Leadership sub-scale of the present POC. The results point out that those who tend to characterize their present organisational climate as system 4, also tend to score lower on the Self-Acceptance scale. Conversely, those who have high scores on the Self-Acceptance scale are inclined to perceive the present management of their organisation as oriented toward system 1.

A lack of significant correlation existed for all scales of the POC and between one's scores on the Nature of Man-constructive scale. "One's perception of the organi-sational climate would not necessarily relate to one's ability to resolve human nature dichotomies". It may therefore, be concluded that no predictive validity can be attributed to the relationship of one's perception of the present organisation and

one's feelings regarding the essential "goodness" or "badness" of man.

The statistical results suggest that there is, practically, complete absence of relationship between an individual's ability to transcend dichotomies and his perception of present organisational environment. High scorers on synergy scale are not any more likely to perceive their present organisation as highly authoritarian than they are to perceive it as highly participative.

The correlation coefficients between the Acceptance of Aggression scale and the POC ratings were negative, reflecting a slight tendency of inverse relationship. This suggests that as one attributes more authoritarian characteristics to the present management system, he will tend to have higher scores on the Acceptance of Aggression scale.

The results indicate that there is absolutely no linear relationship between the perceptions of the present organisation and capacity for intimate contact. The self-actualising person may consider the present organisation to be System 1 or System 4. Conversely, a non-self-actualiser could have the same perception of the present organisation as had by a self-actualiser.

The relationship between POI-composite and POC-composite scales indicates that one's perception of the present organisation is, on balance, unaffected by one's level of self-actualisation.

To sum up, of the 91 possible correlations, 6 were found significant : 1 at the .01 level and 5 at the .05 level of significance; 3 were found positive and 3 were found negative. The correlation coefficient significant at .01 level was positive. None of the coefficients of correlation exceeded.13. These results suggest that the employees's perception of his present organisation is not on the whole, meaningfully related to his ability to self-actualise. Conversely, the employee's present perception of the organisational climate is, in the main, unaffected by his level of self-actualisation. The self-actualising employee is no more likely to perceive the present management system of the organisation as authoritarian than he is to perceive it as participative.

The present study could be considered only as a step toward establishing the relationship between one's perception of the present organisational climate and one of the highest forms of human needs, i.e. self-actualisation. This research should be replicated before any hard conclusion are drawn for universal application. Similar research and investigations should be conducted in a population sample of greater diversity and coverage.

Notes

1. Peak experiences are moments of great awe, of intense happiness or ecstasy. They are the subjective experiencing of what is recognised to be one of the high points of life, one of the most exciting, rich and fulfilling experiences which the person has ever had.

2. The four initial categories of organisational characteristics "exploitive - authoritative", benevolent - authoritative", "Consultative", and "participative-group" have been relabeled "System 1", "System 2" System 3" and "System 4" respectively. See Likert (1976), p.26.

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