IMPACT OF PROFESSIONAL QUALIFICATIONS ON THE RELATIONSHIP BETWEEN SELF-ACTUALISATION AND JOB-PERFORMANCE
A Study of Industrial Managers

GAURI SHANKAR*

Motivation and job-performance relationship is a topic that has been analysed widely in management literature. In this paper, the impact of professional qualifications on the primary relationship between self-actualisation and job-performance of industrial managers has been examined. The author concludes that professional qualifications of industrial managers have a positive impact on their relationship between self-actualisation and job-performance and managers with professional qualifications in engingeering and accounting have relatively higher degree of such relationship.

I

INTRODUCTION

Managing requires the creation and maintenance of an environment in which individuals work together in groups toward the accomplishment of a common objective. A manager cannot do this job without knowing what motivates people. The building of motivating factors into organizational roles, the staffing of these roles, and the entire process of leading people must be-built on a knowledge of motivation. When we emphasize the importance of knowing and taking advantage of motivating factors, we are not trying to cast managers in the role of amateur psychiatrists. The manager's job is not to manipulate people but, rather, to recognise what motivates people.[1] The present study aims at studying motivational dynamics in terms of Maslowian self-actualisation need and its relationship with job-performance.

II

STATEMENT OF THE PROBLEM

An attempt has been made to examine the impact of 'professional qualifications' on the primary relationship between self-actualisation and job-performance of industrial managers.

*   Dr. Gauri Shankar is Reader, Department of Commerce, Shri Ram College of Commerce, University of Delhi.

III

IMPORTANCE OF THE STUDY

As we observe people at work, we are frequently struck by their different work habits. Some people are always on time, put in a good day's work, and stay late. Others are less punctual and tend to get through the day with a minimal amount of effort. It has been estimated that a firm's best employee may often be two to three times as productive as its worst.[2] Every year, crores of rupees are spent on training and developing employees to be more productive and to accept and handle greater responsibilities. Yet, despite the efforts of employers, there has been little progress in understanding the relationship between an individual's motivational needs and his demonstrated ability to perform on the job. This study is expected to be a step in this direction.

If such predictive relationships could be established even within, the most generally accepted guidelines, it would not only help the organisations in their financial performance, but would also serve to reward the individual as well. More specific implications focus on procurement practices, promotional evaluations and training programmes.

IV

EXPLANATION OF THE TERMS USED

(i) *Middle Management Personnel* included 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 last reported in an organisation comprise middle management.

(ii) *Lower Management Personnel* included 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) *Job-Performance* is the execution of a specific duty, role or function within a given organisation measured in terms of eleven basic management skills i.e., knowledge, planning, results, delegating, leadership, motivation of subordinates, training, adaptability, communication, emotionality and growth.

(iv) *Self Actualisation* means to become all that one is capable of becoming. Maslow expressed it : "what a man can be, he must be".[3] 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.[4]

Self-actualisation is equated with optimal functioning.[5]

V

BASIC ASSUMPTIONS

(1)   The need- gratification theory or hierarchy of needs as proposed by Maslow is a generally accepted workable foundation for the study of basic drives of human beings.[6]

(2)   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.

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

(4)   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.

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

(6)   Biological social or psychological needs inspire human beings to work and tend to gain priority over the other at one or other point of time.

(7)   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)[7].

VI

THE SAMPLE

Individuals who participated in this study were employed in 10 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 26 to 56 years.[8]

All middle and lower level 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 managers who did not have subordinates were left out as Performance Rating Scales[9] consisted of questions relating to managers having subordinates.

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 questionnaire 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 per cent.

For testing whether the 'professional qualification' of the respondents have a meaningful impact on the relationship between self-actualisation and job-performance, all the respondents were divided into the following six groups.

Group	Professional Qualifications	Participants	
		No.	Percentage
I	·Engg.	163	37.64
II	Accounting	53	12.24
III	Legal	23	5.31
IV	Managerial	61	14.09
V	Other	76	17.55
VI	Only General Education	57	13.17
	Total	433	100.00

VII

RESEARCH INSTRUMENTS

1. Personal Orientation Inventory (POI)[10] :

Prof. Shostrom's POI 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-actualising person. The test was not exclusively based on the formulations of Maslow, but included the theories of Riesman, Glazer, Denny, May, Angel, Ellenberger ,Pearl, Beach and Goldberg.[11]

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-actualisating individual. In responding to the POI, the respondent is asked to select the one statement in each pair that truly reflects his personality. Two examples of the POI items are :

(a) I feel I must always speak the truth.
   I do not always speak the truth.
(b) I fear failure.
   I do not fear failure.

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 element of self actualising.

For the purpose of this study, time-competence[13] and inner-directedness[14] scales were computed. 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 measure of thePOI.[15]

2. The WPS Supervisor-Executive Evaluation Scales (WPS-ES)[16]

The WPS-ES were used for evaluating the performance of the managers. Through WPS-ES, each manager of the sample was evaluated twice by himself and by his superior. Both used the same 110 WPS-ES statements. The 110 WPS-ES statements are grouped into 11 areas related to effective management. Each of the 11 areas has 10 statements; thus there are 110 statements in each WPS-ES.

The items in the appropriate forms of the WPS-ES are similar in all respects except for changes in pronouns. The grammatical changes were made to further personalise the self-rating form and to maintain an unmistakable distinction between the two forms. An example follows :

    Item 2, WPS-ES : Self-Evaluation :
        I have too much work to do.
    Item 2, WPS-Es Superior-Evaluation :
        He has too much work to do.

Thus, the WPS-ES provides a new and penetrating approach for evaluating key-personnel. This instrument, though in part related to specific job, is given only to managers (defined as those for whom others are working). It focuses on leadership abilities and personality characteristics related to leadership effectiveness. Its main purpose is to facilitate the development of an operational understanding of a complex person : the Self-Evaluator. By operational understanding is meant an understanding of the Self-Evaluator in his day-by-day work as supervisor or executive. Once such an operational understanding develops, there should result more effective performance, possibly more responsible work assignments, perhaps additional or specialised training, and corrective changes of one kind or another.[17]

Greater weight should be given to the Self-Evaluation (if evaluation is honestly done), since in nearly all cases the Self-Evaluator will know himself better than the Supervisor/Superior-Evaluator. Even though supervisors are alert, well-informed, and observant, it is very likely that they will miss many subtle nuances of attitudes, abilities, skills, emotions, shades of personality, and work-performance. Nevertheless evaluations by Supervisors/Superiors are important, and when verified and justified can be of great value.[18]

3. Background Information Blank (BIB)

All the participants of the study were requested to furnish certain biographical and, demographic information. The BIB was specially designed for this research. Through this BIB data relating to professional qualifications of the participants were collected.

VIII

PERSONALITY-TRAITS OF SELF-ACTUALISED PEOPLE

According to Moslow's theory, the self-actualising person is "a person who is more fully functioning and lives a more enriched life than does the average person. Such an individual is seen as developing and utilising all of his unique capabilities, or potentialities, free of the inhibitions and emotional turmoil of those less-actualising."[19] Thus, a self-actualiser is one who has developed, or is in the process of developing "to the full stature of which he is capable."

Fifteen traits of self-actualising people emerged from Maslow's study. More specifically, any given self-actualiser (or one developing in self-actualised direction) may have more or less of each of the following traits :[20]

(1) He has more efficient perception of reality and more comfortable relations with it.
(2) He has greater acceptance of himself, others and nature.
(3) He is relatively spontaneous in behaviour and his behaviour is marked by simplicity and naturalness and by lack of artificiality or straining for effect.
(4) He is problem-centred rather than ego-centred.
(5) He has the quality of detachment or a high need for privacy.
(6) He has a higher degree of autonomy or independence of culture and environment. That is, he does not depend on extrinsic satisfactions for motivations; rather he is motivated by his continued growth, by a need to develop latent resources.
(7) He has a continued freshness of appreciation for the basic goods of life with awe, pleasure and wonder.
(8) He experiences on occasion what Maslow refers to as a peak experience.[21]
(9) He has a genuine desire to help the human race. That is, he has a deep feeling of identification, sympathy, and affection for the mankind.
(10) He has deeper and more profound interpersonal relation than other adults.
(11) He is democratic in the deepest possible sense. He not only recognises others regardless of education, political belief, race colour or class but also finds it possible to learn from anybody who has something to teach.

(12) He tends to readily recognise the difference between means and ends. Although primarily interested in the end, he can often enjoy the means as an end in itself. He is strongly ethical. He has, definite moral standards; he does right and does not do wrong.

(13) He possesses an unhostile sense of humour.

(14) He possesses relatively high degree of creativeness. He has a way of getting directly to the heart of a problem and finding a novel solution.

(15) He strongly resists enculturation and maintains a certain inner detachment from the culture in which he is 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.[22]

IX

ANALYSIS OF THE DATA AND RESEARCH RESULTS

Correlation technique was used for the analysis of the data.

Using the POI : "Overall Measures"[23] as the primary independent variables and considering the WPS-ES : Self-Rating : Composite and the WPS-ES : Supervisor-Rating : Composite as dependent variable, the results as shown in Table 1 were obtained.

Using the POI : Composite as the primary independent variable, on the basis of the WPS-ES : Self-Rating : Composite as the primary dependent variable, none of the groups reached the .01 level of significance. However, in case of Group I : Engg., .05 level of significance was reached; of the 3 possible correlation co-efficients, 2 were found significant at the .05 level of significance. The POI : Composite correlated with the self-rating : composite revealed a significant correlation co-efficient at the .05 level of .17, yielding a coefficient of determination of .03. Both the significant correlation coefficients were positive.

Similarly, for Group II : Accounting, of the 6 possible correlations (3 Self-Rating + 3 Supervisor-Rating), 3 were found significant at the .05 level of significance. All the correlation coefficients were positive. The POI : composite correlated with the Self-Rating : Composite revealed, a non-significant correlation coefficient of .24, yielding a coefficient of determination of .06.

In the same way, for Group VI : only General Education, of the 6 possible correlation coefficients, 2 were found significant at the .05 level of significance and both were positive.

For the other three groups : Group III : Law, Group VI : Management and Group V : Other, none of the coefficient of correlations was found significant

even at .05 level of significance.

The statistical results indicate that, on the whole, all the groups taken together, there is a general tendency of positive relationship between self-actualisation and job-performance. This is consistent with the earlier findings.[24]

On the basis of the statistical results for the first five groups with different types of professional qualifications, it may be concluded that professional qualifications do affect the relationship between self-actualisation and job-performance. Group I : Engg. and Group II : Accounting are having relatively a higher degree of relationship between self-actualisation and job-performance as compared to other groups of respondents with professional qualifications. This may be because they deal with mathematical accuracy and are more objective. In support of Group I : Engg., Deb reported that to engineers autonomy and self-actualisation were more important job factors than security.[25]

On the other hand, if we compare groups with professional qualifications (i.e. Groups I to V) and group with only general education (i.e. Group VI), we find that the respondents of some of the groups of the former category may not do so well as that of the latter. In fact, the respondents with only general education do marginally better over some of the groups of the respondents with professional qualifications i.e. over the respondents having professional qualifications in having professional qualifications in areas other than Engg. and Accounting. This is supported by the study undertaken by Nandy et al. They have concluded that with the general education managers scored higher than managers with professional qualifications on job-satisfaction.[26]

On balance, it may be concluded that the respondents having professional qualifications in Engg. and Accounting areas have a relatively higher degree of positive relationship between self-actualisation and job-performance.

X

IMPLICATIONS FOR FUTURE RESEARCH

The present study could be considered only as a step forward in examining the impact of professional qualifications on the relationship between one of the highest forms of human needs, i.e. self-actualisation and performance on the job.

This research should be replicated before any hard conclusions are drawn for universal application. Similar researches and investigations should be conducted in a population sample of greater diversity and coverage.

Self-Actualisation Vs. Job-Performance

TABLE 1 : POI : "Overall Measures" vs. WPS-ES/Self-Rating : Composite and WPS-ES/Supervisor-Rating : Composite Dependent Variables are : WPS-ES/Self-Rating : Composite and WPS-ES/Supervisor-Rating : Composite

Correlated with : "POI : Overall Measure"

	Time-Competence			Inner-Directed			Composite		
	r	r^2	t	r	r^2	t	r	r^2	t
Group I (N = 163) :									
Self-Rating	.20	.04	2.53+	.14	.02	1.83	.17	.03	2.21+
Supervisor-Rating	—.00	.00	.03	.05	.00	.65	.04	.00	.53
Group II (N = 53) :									
Self-Rating	.04	.00	.27	.27	.08	2.04+	.24	.06	1.78
Supervisor-Rating	.20	.04	1.45	.33	.11	2.48+	.34	.11	2.55+
Group III (N = 23) :									
Self-Rating	.24	.06	1.14	.39	.15	1.92	.38	.14	1.88
Supervisor-Rating	.12	.01	.57	.12	.01	.53	.13	.02	.59
Group IV (N = 61) :									
Self-Rating	—.02	.00	.14	.10	.01	.81	.08	.01	.63
Supervisor-Rating	—.09	.01	.74	—.00	.00	—.01	.03	.00	.23
Group V (N = 76) :									
Self-Rating	.10	.01	.89	.15	.02	1.28	.16	.03	1.39
Supervisor-Rating	.22	.05	1.95	.04	.00	.34	.09	.01	.80+
Group VI (N = 57) :									
Self-Rating	—.01	.00	.08	.31	.09	2.38+	.25	.03	1.91
Supervisor-Rating	—.08	.01	.62	.32	.10	2.48+	.24	.06	1.81

*   Significant at the .01 level
\+   Significant at the .05 level
     N = 433

NOTES AND REFERENCES

1. Koontz, Harold, O' Donell, Cyril and Weihrich, Heinz, *Essentials of Management*, 4rth Edn., New York: McGraw Hill Book Co., 1988, pp. 372-373.
2. Mitchell, T.R. and Laroon, Jr., J.R., *People in Organisations: An Introduction to Organisational Behaviour,* New York: McGraw-Hill Book CO., 1987, pp. 152-153.
3. Maslow, Abraham H., *Motivation and Personality,* Second Edn., New York: Harper and Row, 1970, p.46.
4. Luthans, Fred, *Organisational Behaviour,* New York: McGraw-Hill Book Co., 1977, p. 408.
5. Satapathy, A., *Self-Actualisation Among Teachers of Higher Secondary Schools in Delhi,* Unpublished doctoral dissertation, I.I.T., Delhi, 1980, p.2.
6. The hierarchy of needs' theory was put forth by Abraham H. Maslow. A.H. Maslow, *Motivation and Personality,* 2nd Edn., New York: Harper and Row Publishers, 1970, pp. 35-58. He postulated that human needs exist in a hierarchy composed of fire categories:

   (i)   Psychological needs,
   (ii)   Safety needs,
   (iii)   Social needs,
   (iv)   Esteem needs, and ·
   (v)   Self-actualisation needs.

   Maslow held that individuals move through the levels in the hierarchy in the order listed. First-level needs are satisfied first before going to the next level. As the individual satisfies needs at one level, the next higher level of needs asserts itself to occupy the individual's energies and efforts. Individuals vary in the extent of their progress along the continuum, and going gets harder as a person moves towards the ultimate goal — self-actualisation.
7. Shostrom, Everett L., "Comment on a Test Theory: The Personal Orientation Inventory", *Journal of Counselling Psychology,* 1973, Vol. 20 (5), p. 480.
8. Gauri Shankar, *A Study of the Role of Self-Actualisation in Job-Performance with Special Reference to Selected Organisations,* Doctoral dissertation, Delhi University, Delhi, 1988, p. 34.
9. Western Psychological Service, *The WPS Supervisor-Executive Tri-Dimensional Evaluation Scales Manual,* Beverely Hills, California: Western Psychological Service, 1966.
10. Shostrom, E.L., "An Inventory for Measurement of Self-Actualisation", *Educational and Psychological Measurement,* XXIV (1964), pp. 207-218.
11. Knapp. Robert R., *Handbook for the Personal Orientation Inventory,* San Diego : EITS, 1976, p.4.
12. These scales measure the primary factors originally described by Maslow as characteristics of the self-actualizing individual, i.e., self-regard, intimacy, spontaneity, time competence, self-regard, independence, existentiality, nature of man, synergy, support and time ratios, acceptance of aggression, self-actualising values and self-actualising. For details, please, refer to Knapp, Robert R., *op. cit.,* pp. 5-7.
13. Time competence scale measures the degree to which an individual lives in the present rather then in the past or the future. Self-actualising persons are those living primarily in the present, with full awareness and contract, and full feeling reactivity.
14. Inner-directed scale measures whether an individual's mode of reaction is characteristically "self" oriented or "other"-oriented. Inner or self-directed persons are guided primarily by internalised principles and motivations while other-directed persons are, to a great extent, influenced by their peer group or other external forces.
15. Damm, V.J., "Overall Measures of Self-Actualisation Derived from the Personal Orientation Inventory,: A Replication and Refinement Study" *Educational and Psychological Measurement,* XXXII (1972), pp. 485-489.
16. Buros, O.K. (Ed.), *The Seventh Mental Measurement Yearbook,* Highland Park, N.J.: Cryphan Press, 1972, p. 406.

17. Western Psychological Service, *op. cit.*, p. 1.
18. Ibid., p. 7.
19. Shostrom, Everett H., *Manual for Personal Orientation Inventory*, San Diego, California: EDITS, 1974, p. 1.
20. Maslow, Abraham H., *Motivation and Personality*, 2nd Edn., New York: Harper and Row, 1970, pp. 153-174.
21. Peak experience is a tremendous intensification of any of the experiences in which there is loss of self or transcendence of it, e.g., problem centering, intense concentration, intense sensuous experience, self-forgetful and intense enjoyment of music or art. Further studies of peak experiences are set forth in: Laski, M., *Ecstasy and Peak Experiences*, Columbus, Ohio: Ohio State University Press, 1964 and Maslow, A.H., *Toward a Psychology of Being*, 2nd Edn., New York: Van Nostrand Reinhold, 1968.
22. Maslow, Abraham H., *Motivation and Personality*, 2nd Edn., New York: Harper and Row, 1970, pp. 178-180.
23. "Overall Measures" of POI Consist of three scales—Inner-Directed, Time-Competence and composite of Inner-Directed and Time-Competence.
24. Gauri Shankar, *op. cit.*
25. Deb, M., "Perceived Importance of Job-Factors in Different Types of Jobs", *Psychological Studies*, 1972, Vol. 17 (2), pp. 1-4.
26. Nandy, Manish, *et al., Motivating Middle Management*, Unpublished Report, Calcutta: Dunlop India Ltd., undated, pp. 5-7.