

# IMPACT OF MARITAL STATUS ON THE RELATIONSHIP BETWEEN SELF-ACTUALISATION AND JOB-PERFORMANCE

## A STUDY OF INDUSTRIAL MANAGERS

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*Motivation and job-performance is a topic that has been analysed widely in management literature. In this paper the impact of marital status on the primary relationship between self-actualisation and job-performance of industrial managers has been examined. The author concludes that marital status of industrial managers has a positive impact on their relationship between self-actualisation and job-performance. In general, married managers have a relatively higher degree of relationship between self-actualisation and job-performance.*

### I. INTRODUCTION

It is the quality of human resource which can make or mar any organisation — public or private, national or international. Professionally motivated and committed people can do a lot to make an organisation grow in terms of production, productivity and effectiveness.

Productivity holds the key to success of any organisation and, hence, it is considered as one of the most powerful elements of better economic management both at the micro and macro levels. For raising productivity at the micro level, the basic task of management is that of maintaining 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 organisation environment in which every member of the organisation functions optimally.<sup>1</sup> To realise this goal, there is a critical need to

understand better how, why and when some employees perform well, others marginally and still others unsatisfactorily.

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 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 aid the organisation in their financial growth, but would serve to reward the individual as well. More specific implications focus on procurement practices, promotional evaluations and training programmes.

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The present study aims at studying motivational dynamics in terms of Maslowian self-actualisation need and its relationship with job-performance. 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 the research is to define better the importance of the need for self-actualisation as it effects job-performance. An attempt has been made to examine the impact of "marital status" on the primary relationship between self-actualisation and job-performance of industrial managers.

## II. EXPLANATION OF THE TERMS USED

- (i) Job-performance is the execution of a specific duty, role or function within a given organisation measured in terms of eleven managerial skills, i.e. knowledge, planning, results, delegating, leadership, motivation of subordinates, training, adaptability, communication, emotionality and growth.
- (ii) Lower management personnel include managers who are at the first level of supervision. In other words, managers, who are the first-line reporter in an organisation or its department, division or section comprise lower management.
- (iii) 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.
- (iv) Marital status of a respondent of this study refers to the fact whether he/she is married, single or divorced/separated.
- (v) 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.
- (vi) Self-actualisation means to become all that one is capable of becoming. Maslow expressed it: "What a man can be he must be."<sup>2</sup> 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.<sup>3</sup> Self-actualisation is equated with optimal functioning.<sup>4</sup>

## 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.<sup>5</sup>
- (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 force 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 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).<sup>6</sup>
- (viii) The WPS Supervisor-Executive Scales (WPS-ES) are valid for measuring job-performance.<sup>7</sup>
- (ix) The validity and reliability coefficients established for POI and WPS-ES are dependable for purposes of this study.<sup>8</sup>

#### IV. MASLOW'S THEORY OF MOTIVATION

Simply stated it is as follows: deprived of all in life in an extreme fashion, the most likely motivation will be for a man to satisfy the *physiological needs*, such as hunger, thirst, etc. Other needs would in such a case be pushed so far into the background as not to exist as determinants of behaviour. These needs having been satisfied, however, a new and 'higher' set would emerge: these are called the *safety needs*, and concern the creation of an orderly life in which access to the means of the physiological needs is protected, as well as shelter and safety from enemies.

With both these needs more or less gratified, there will emerge *social or love or affiliation needs*, the need for a place in a group and in the affections of others. Once a member of a group or groups, there will arise a need to make an individual contribution to fulfil the desire for prestige or achievement, preferably recognised as such

by the group. These needs are called the *ego or esteem needs*.

According to Maslow, "even if all these needs are satisfied, we may still often (if not always) expect that a new discontent or restlessness will soon develop, unless the individual is doing what he is fitted for." The new needs, known as the *need for self-actualisation*, concern the desire to become everything one is potentially capable of becoming.

Maslow argued that these needs are present in this hierarchy in all of us. He theorized that once a need is satisfied, it no longer motivates behaviour. He recognised that there are individual differences in the strength of each need. He did concede that in a few cases people may be motivated by higher needs such as self-fulfilment even when their lower needs are not satisfied. In such cases, the lower needs are suppressed.

Maslow's investigation on self-actualisation did not actually start out as a planned research. He admired two of his teachers most, who were 'wonderful people.' He began to wonder why those teachers were so different from the 'run-of-the-mill' people in the world. Out of curiosity he made notes and descriptions about them separately. Gradually, he realised that their modes of behaviour could be generalised into one common pattern. Then he selected many other prominent persons, both living and dead from political and historical figures as well as from students, friends and acquaintances for study. To his surprise, he found from the characteristics of these selected persons that one and the same type of patterns was emerging. On the basis of these findings, he was able to describe a syndrome which seemed to fit all of them.

## V. CHARACTERISTICS OF SELF-ACTUALISED PEOPLE

According to Maslow'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."<sup>9</sup> 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 characteristics of self-actualising people emerged from Maslow's study. More specifically, any given self-actualiser is the one developing in self-actualised direction and may have more or less each of the following characteristics:<sup>10</sup>

- (i) He has more efficient perception of reality and more comfortable relations with it.
- (ii) He has greater acceptance of himself, others and nature.
- (iii) He is relatively spontaneous in behaviour and his behaviour is marked by simplicity and naturalness and by lack of artificiality or straining for effect.
- (iv) He is problem-centred rather than ego-centred.
- (v) He has the quality of detachment or a high need for privacy.
- (vi) 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.
- (vii) He has a continued freshness of appreciation for the basic goods of life with awe, pleasure and wonder.
- (viii) He experiences on occasion what Maslow refers to as a peak experience.<sup>11</sup>
- (ix) 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.
- (x) He has deeper and more profound interpersonal relations than other adults.
- (xi) 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.
- (xii) 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.
- (xiii) He possesses an unhostile sense of humour.
- (xiv) 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.
- (xv) 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.<sup>12</sup>

## 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 29 to 59 years.<sup>13</sup>

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<sup>14</sup> 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 percent.

For testing whether the 'marital status' of the respondents has a meaningful impact on the relationship between self-actualisation and job-performance, all the respondents were divided into three groups [see Table 1].

**Table 1**  
**Classification of Respondents**

Group	Marital Status	Participants	
		No.	Percentage
I	Single	57	13.16
II	Married	370	85.45
III	Others*	06	01.39
	Total	433	100.00

Note: \*Those managers who did not fall in either of the first two groups, were included in the 'others' group.

## VII. RESEARCH INSTRUMENTS

### 1. Personal Orientation Inventory (POI)

POI<sup>15</sup> designed by short-term 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, angel, Ellenberger, Pearl, Bach and Goldberg.<sup>16</sup>

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. Two examples of the POI items are:

- (a) I feel guilty when I am selfish.  
I don't feel guilty when I am selfish
- (b) I fear failure.  
I don't fear failure.

The POI items are scored twice, first for two basic scales of personal orientation, inner-directed support<sup>17</sup> (127 items) and time competence<sup>18</sup> (23 items) and second for ten sub scales<sup>19</sup> each of which measures a conceptually important element of self-actualising.

For the purpose of this study, time competence<sup>20</sup> and inner-directedness<sup>21</sup> 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 the POI.<sup>22</sup>

## **2. The WPS Supervisor-Executive Evaluation Scales [WPS-ES]**

The WPS-ES<sup>23</sup> 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.<sup>24</sup> Each of the 11 areas has 10 statements; thus, there are 110 statements in WPS-ES.

The items in 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-to-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.<sup>25</sup>

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, will-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.<sup>26</sup>

## **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 marital status of the participants was collected.

### VIII. ANALYSIS AND RESULTS

Correlation technique was used for the analysis of the data. [see Table].

Using the POI: "Overall Measures"<sup>27</sup> as the primary independent variables and considering the WPS-ES: Self-Rating: composite and the WPS-ES: Supervisor-Rating: Composite as dependent variables, the results as shown in Table 2 were obtained.

Group III: Others, was ignored; because the number of persons in this group was negligible. There were 6 persons only, i.e., 1.39 percent of the total population taken for this study.

Taking the POI: Composite as the primary independent variable and considering the WPS-ES: Self-Rating: Composite as the primary dependent variable, for Group II: Married, self-actualisation was found significantly related to job-performance. The

POI: Composite correlated with the WPS-ES: Self-Rating: Composite revealed a correlation coefficient of .20, significant at the .01 level of significance, yielding a coefficient of determination of .04. Of the 6 possible correlations, 5 were found significant: 3 at the .05 level and 2 at the .01 level of significance. All the correlation co-efficients were found positive.

For Group I: Single, of the 6 possible correlations, none reached either of the tested level of significance. However, all the correlations were positive.

The statistical results indicate that, in general, irrespective of the marital status of the respondents, there is a tendency of positive relationship between job-performance and self-actualisation. This is consistent with the earlier findings.<sup>28</sup>

Secondly, it appears, that married persons have relatively a higher degree of relationship

**Table 2**  
Self-Actualisation Vs. Job-Performance  
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 Measures"								
	Time-Competence			Inner-Directed			Composite		
	r	r <sup>2</sup>	t	r	r <sup>2</sup>	t	r	r <sup>2</sup>	t
Group I [N = 57]:									
Self-Rating	.14	.02	.06	.15	.02	1.09	.16	.03	1.19
Supervisor-Rating	.08	.01	.60	.09	.01	.68	.10	.01	.73
Group II [N = 370]:									
Self-Rating	.11	.01	2.08*	.20	.04	3.97*	.20	.04	3.98*
Supervisor-Rating	.05	.00	1.00	.13	.02	2.19*	.12	.01	2.40*

Note: N = 433

\* Significant at the .01 level

+ Significant at the .05 level

between self-actualisation and job-performance as compared to single persons. This may be because married persons have several near and distinct goals to achieve during the work career. The apparent base for this kind of motivation to achieve these goals is constantly being built-up to satisfy social-familial responsibilities and to play successful roles as head of the family.

On the whole, it may be concluded that the marital status of the respondents does have a positive impact on their relationship between self-actualisation and job-performance. Married persons, in general, have a relatively higher degree of relationship between self-actualisation and job-performance.

The present study could be considered only as a step forward in examining the impact of marital status 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 research and investigations should be conducted in a population sample of greater diversity and coverage.

## NOTES

1. 'Optimal functioning has been equated with self-actualisation.' See Satapathy (1980), p.2.
2. Maslow (1970), p.46.3. Luthans (1992), p.157.
4. Satapathy (1980), p.2.
5. Maslow (1970), pp.35-58.
6. See Shostrom, p.480.
7. Shanker (1988), p.136.
8. Ibid, p.17.
9. Shostrom (1974), p.1.
10. Maslow (1970), pp.153-174.
11. 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.
12. Maslow (1970), pp.178-180.
13. Shankar (1980), p.34.
14. Western Psychological Services (1966).
15. Shostrom (1964), pp.207-218.
16. Knapp (1976), p.4.
17. Shostrom (1964), pp.207-218.
18. Ibid.
19. These ten sub-scales measure the primary factors originally described by Maslow as characteristics of the self-actualising individuals, i.e. self-regard, intimacy, spontaneity, independence, existentiality, nature of man, synergy, acceptance of aggression, self-actualising values, and self-acceptance. For details, see Knapp (1976), pp.5-7.
20. Time-competence scale measures the degree to which an individual lives in the present rather than in the past or the future. Self-actualising persons are those living primarily in the present, with full awareness and contact, and full feeling reactivity.
21. 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.
22. Damm (1972), pp.485-489.
23. Buros (ed.) (1972), p.406.



24. The eleven areas related to effective management are: knowledge of the work, planning ability, results or productivity, delegating work, leadership ability, morale of workers, training ability, adaptability, communication skills, emotionality and growth potential.
25. Western Psychological Services (1966), p.1.
26. Ibid, p.7.
27. "Overall Measures" of POI consist of three scales: (a) Inner-directed, (b) Time-competence and (c) Composite of (a) and (b).
28. See Shankar (1988).

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