



A STUDY ON NEED SATISFACTION AS A FUNCTION OF ADMINISTRATION OF ORGANIZATION

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ABSTRACT:

The present paper aims at estimating the effectiveness of administration of organizations in Indian social setting. Employing the techniques of Porters Perceived Need Satisfaction Questionnaire (PNSQ) on Scientists ($N_1 = 25$) and University Teachers ($N_2 = 25$), the investigator studied the functional effectiveness of bureaucratic organizations on five needs; namely, security, social, self-esteem autonomy and self-actualization and reported that moderate bureaucratic model of organization played significant roles in the need satisfaction of autonomy ($P < .001$) and social only. The strict bureaucratic model of Weber was found non-functional for need satisfaction of growth-oriented motives.

Key Words: administration, organizations, Need Satisfaction

1. Introduction:

Following Maslow's (1954) model of need hierarchy, Herzberg (1959) proposed that motivation is a function of challenging, stimulative work activities or work content and also of the structure of the organization. The job and environmental variables of the organization might affect personal need satisfaction and performance of the employees to a great extent. Weber's (1947) views diverge sharply from the popular stereotypes which see administration as synonymous with governmental inefficiency. In the developmental analysis of administration Weber has classified and described organizations according to the kind of control they had. He considered such control "legal rational" and such an organization a administration.

Merton (1957) pointed out that Weber's theory completely neglected the internal stresses and strains which are the results of bureaucratic structure. Gouldner (1955) identifies some of the variables relating to bureaucratization and realized that Weber's hypothesis regarding effectiveness of bureaucracy, based on uniform and rigid rules which can cause conflict and tension. Argyris (1957) has also pleaded that basic

impact of formal organizational structure is to make the employees feel dependent submissive and passive and to require them to utilize only a few of their less important abilities.

Bennis (1969) identified among the observed dysfunctions of bureaucracies, a failure to allow for the growth and development of mature personalities, as an important dysfunction. In recent years critical reviewers of literature (Lichtman and Hunt, 1971, James and Jones 1976) have argued that in contrast to the bureaucratic model, a modern organization model such as human relations model assumes that the individual is a total human being striving for self improvement, self expression, autonomy, recognition and self actualization. As such, organizations differ in their structure and climate. The functional dynamics of each organization affect differentially the need satisfaction which is a function of administration of organization. The improved knowledge about motivational processes contributes goal attainment process and management effectiveness.

The thrust of the present study is to see the role of high and low bureaucratic organization on need satisfaction.

2. Hypothesis:

The model, in this study, hypothesizes that 'There exists positive relationship between higher order need fulfillment and less bureaucratic organization?'

3. Design of the study:

3.1. Subjects and method of the study:

Teachers of Mysore University (N-25) belonging to less bureaucratic organization and scientists (N-25) of Central Building Research Institute belonging to high bureaucratic organization ranging from 25 to 35 years old were approached to be respondents in the study. Thus, in total 50 employees constituted the sample of the study.

3.2. Tools:

a. PNSQ : The effect of high and low bureaucratic organization on the perceived need satisfaction of employees (PNSQ) was measured. **PNSQ** consists of 13 items which measures five areas of needs related to Maslow's Need Hierarchy Theory. These areas were (a) security present in the organization (1-item) (b) the social need satisfaction in the organization (2-items), (c) esteem-need satisfaction (3-items) (d) autonomy to work in the organization (4-items) and the last (e) opportunity for the self-enhancement (3-items). Correlations of each need with the total score of Porter's Need Satisfaction Questionnaire (PNSQ) was computed. Correlation of each need i.e. security, social esteem, autonomy and self actualization with the total score of the scale ranged from $r = 0.46$ to $r = 0.87$ with a median value of $r = .62$. Subjects were required to respond to each statement indicating their degree of need fulfilment on a 7 point scale (1 to 7 from mini. to max.). Since there were different number of items to measure the different need satisfaction, the analysis was done with the mean score of the needs.

b. Construction of a Questionnaire : A Questionnaire based on six characteristics of bureaucrat) was prepared. A seven point scale ranging from (min) 1 2 3----4 5----6----7 (max) was given to each subjects to know their perception of administration of their organization. Teachers who were working in the university their mean score of the perception of administration was 17.20 and the scientists who were working in Central Building Research Institute their mean score of perception in their organization was 35.96. These two means differed significantly [$t = 2.33$, $P. < .05$, $df = 98$] level of confidence. Porter's Need Satisfaction Questionnaire PNSQ (1961) was used to measure Maslow's Need Theory. The physiological needs of the respondents were assumed to have been adequately satisfied and therefore were not included. An additional category "autonomy" was inserted between esteem and self-actualization categories. On the basis of dysfunctional consequences of bureaucratic theory and previous research findings, it is argued that high administration would produce detrimental effect on growth needs.

3.3.Procedure:

The study was conducted individually on each subject. First of all the perception of both groups of employees regarding the administration existing in their organizations was measured on a seven point rating scale. Both the groups differ significantly in their perception of organizations (Scientists group-1, mean = 17.20 & Teachers group-2, mean = 35.96). Then each subject of both the groups was given to complete a dependent measure questionnaire largely based on Porter's (1961) Need Satisfaction Questionnaire. Each item of PNSQ measures not only the existing degree of need fulfillment and its importance to the respondent. Items are answered by subject on separate 7-point scales, one each for expected, existing and importance. The anchor points of scales are labeled as minimum and maximum. Thus a typical item looked like this on the questionnaire.

The feeling of self-esteem a person gets from being at my management position :

- a. How much is there now ? (min) 1 2 3 4 5 6 7 (max).
- b. How much should there be ? (min) 1 2 3 4 5 6 7 (max).
- c. How important is this to me ? (min) 1 2 3 4 5 6 7 (max).

Porter in his studies has used two separate methods for analyzing the data. The first method was to find out the difference between the level of need expectation and of need attainment. The discrepancy between them was considered an index of need fulfillment. The higher the discrepancy more the dissatisfaction. The second method which he has used for the analysis is multiplicative model. By this method need attainment scores were multiplied by its corresponding need important scores. Like

Need — Importance 7 5 2

Need — Attainment 7 5 2

Surely, this model (Imp.* Attainment) in which satisfaction scores of 49, 25 and 4 respectively were obtained, would be a more accurate predictor of reality. It enables to identify situations in which low attainment is coupled with low importance. Value of importance contributes extensively to our understanding of job satisfaction.

Imparto (1972) has raised the issue in relation to the meaning of d-score. A person who indicates 4 on expected and 1 on actual need fulfilment gets a d-score of 3. Another person who indicates 7 on expected and 4 on actual also gets a d-score of 3. The question is raised whether these two scores are psychologically same. He found the location of d-score to be related to different levels of satisfaction.

The another problem in the analysis of Porter's Need-Satisfaction questionnaire was that he has taken three responses for a particular characteristic of the job in term of (1) Existing (2) Expected (3) Importance and he has used only two of them for the purpose of analysis of the results. Like —
either (Need Expected-Need Attainment)

or (Need attainment x Need importance).

But both these models are not considered appropriate as a measure of overall need fulfilment. So another method was applied in which over-all need fulfilment is the sum of the product of need importance and the difference between need aspiration and need attainment. Thus this procedure combines all the three aspects of need in analysis.

$$NF = IN \text{ Imp} \times (N \text{ asp} - N) 1.$$

This method of combination of need fulfillment is considered to be the most congruent with the conceptual frame work. PNSQ does not contain an equal number of items for all the needs included in it. So subsequent analysis was done with the mean scores.

4. Results and Discussion:

The data collected from the sample supports the previous work done by Gouldner (1954, 1955), Bennis (1969), Argyris (1957) and Lichtman and Hunt (1971). The data in Table - 1 indicates that in contrast to the strict bureaucratic model (Weber) a less bureaucratic model assumes that the individual is a total human being striving for self improvement, self-expression, autonomy and self-actualization.

In the measurement of security, social, self-esteem, autonomy and self-actualization needs across different organizations, the administration of organization has played their different role in case of social and autonomy need.

Social need satisfaction was perceived more by the teachers in the university than by the scientists in research organization CBRI. Autonomy was also felt more by the teachers than by the scientists. The teaching organization, it seems, is more conducive for satisfaction of social and autonomy than the research organization where the strictness is prevailing more regarding the procedures and functioning of the job which is the characteristic part of bureaucracy.

Table - 1

Statistical Differentials for Different Needs

Sl. No.		Mean		Standard Deviation		t	Inference
		University	C.B.R.I.	University	C.B.R.I.		
1	Security	28.04	28.16	11.78	8.75	.04	NS
2	Social	37.56	29.26	3.80	6.4	2.13	P < .05
3	Self-esteem	34.76	34.07	5.06	12.68	.35	NS
4	Autonomy	39.23	29.74	5.76	5.74	5.75	P < .001
5	Self-Actualization	35.36	36.16	12.99	13.07	.12	NS

In case of security, self-esteem and self-actualization, the results have not been found significant. As far as security is concerned, it seems that both scientists and teachers feel secure because of their high qualification, permanent jobs in the prestigious organization, getting fairly handsome salary and good working conditions.

Similarly, in case of self-esteem and self-actualization no remarkable difference was found because teachers in university and scientists in CBRI are perceiving themselves equally prestigious in their respective organizations. Jago and Vroom (1977) have rightly argued that participation and flexibility in decision-making increases with increase in level. This provides a feeling of self esteem, autonomy and self-actualization, their findings of the study also support that the structure of organization is not the only determinant of the satisfaction of needs. Thus, the findings of the study implicate the role of administration of organization in case of social and autonomy need. However, need satisfaction in organization is a complicated process and should not be understood in simplistic terms. Personality characteristics also influence the perception of organization. All the individuals do not get affected by the structure of organizations in the same way. From this theoretical prospects the findings of the present study seem to be very significant.

5. Conclusion:

In contrast to the strict bureaucratic model (Weber), a less bureaucratic model contributes better for self-improvement. The moderate bureaucratic model of organization played significant roles in the need satisfaction of autonomy (P < .001) and Social (P < .05) but not in security, self-esteem and self-actualization.

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