CHAPTER III

STATEMENT OF THE PROBLEM AND HYPOTHESES
A worker's output is a critical factor in contributing to National development. The greater the quality and quantity of output, the better would be the contribution to gross products in the country. The performance of the worker in terms of quantity and quality is influenced by a variety of factors that are interwoven among themselves. The review of literature reveals that several factors, e.g., motivation, organizational climate, adjustment, age, involvement, cohesion, and cooperation influence work output. These factors may be extrinsic or intrinsic to the individual and interact among themselves to produce a net affect on the individual's performance.

Therefore if one were to think of appropriate intervention strategies to improve individual performance, it is necessary, in the first place to examine the individual and combined role of some of the more relevant of these factors in contributing to the individual's quantity and quality of performance.

India, a developing country with a unique ancient culture of its own is in the throes of industrialization. As such the contribution of aforementioned factors in the Indian context may be worth examining. Also the
Indian economy being mixed with private and public owned and managed enterprises, the contexts and climates in these two types of institutions may be different and accordingly they may influence the performance of the individuals differently. It would be useful therefore to examine the role of these factors in these two types of undertakings, private and public.

Based on the information available from the literature, it is clear that there are many factors that influence individual productivity. A clear understanding of the relevant factors influencing individual productivity (work-output) with an emphasis on the age of the person and their relative role in an Indian setting is not readily available. It is in this context that there has been a pressing need to make a study of factors related to individual productivity (work-output) of younger and older workers. Accordingly, this study has been undertaken to investigate the productivity of individuals in terms of quality and quantity of output in different age groups in small scale and medium scale units in public and private sector undertakings and to examine the contribution of relevant variables to the output.
More specifically, the objectives of the present study were as follows:

1. To assess the quality and quantity of worker-output in small and medium scale industrial units in public and private sector undertakings.

2. To examine the individual and combined contribution of certain relevant variables (work involvement, organizational climate, cooperation, achievement motivation and adjustment) to the worker's output in these two types of undertakings.

In the realization of the foregoing objectives, the following hypotheses were framed.

Generally speaking, public sector undertakings being state owned compared to private sector undertakings, public workers in these firms enjoy greater job security, emoluments, better work conditions and probably lesser accountability and involvement. It is therefore likely that the quality and quantity of work-output of a worker in a public sector unit may be different from that of a worker in a private sector unit. It was therefore hypothesised that

Hypothesis No 1

The quality and quantity of work-output of a worker in a public sector undertaking is different from that of a worker in a private sector undertaking.
Studies of older workers (as reported in Chapter II) have emphasized qualities that contribute to their success in their work. Older workers with their experience tend to do things with less waste motion than younger workers. They are less inclined to be preoccupied with problems relating to their personal lives than younger workers. While the volume of their work may be less than that of younger workers, the quality is believed to be generally higher.

Young adults reach the peak of their strength between the ages of twenty and thirty. Maximum speed of response comes between twenty and twenty-five years. From the beginning of adulthood, people are preoccupied with problems related to adjustments in the different areas of life. According to Havighurst (1972) early adulthood is a period of emotional tension. By the early or mid-thirties, most young adults become emotionally stable and calm. When the emotional tension persists into the thirties, it is generally expressed in worries. It is also possible that family problems and adjustment may loom large in middle age and affect an individual's work. Therefore it was hypothesised that

Hypothesis No. 2

There is a significant difference in the quality and quantity of individual work output between younger and
older workers

The organizational climate is different in public and private sector undertakings. The private sector provides challenging work, due recognition for good work done, freedom to act, and congenial working conditions whereas the public sector undertakings offer high job security, moderate chances of promotion, in addition to providing adequate emoluments to its employees.

Responsibility and achievement are perhaps valued higher in the private sector in comparison to public sector undertakings. Job security is given sufficient weight in public sector undertakings compared to private sector organizations. The work environment existing in the private sector is relatively dominated by motivation factors whereas that of the public sector undertakings is dominated by hygiene factors. Thus maintenance seekers (job security etc.) will prefer to serve in public sector units whereas motivation seekers would prefer the private sector units (Balgi 1992).

Herzberg (Balgi 1992) has pointed out that the absence of hygiene factors in an organization will not necessarily build up effective motivation among employees. Lack of emphasis on the job security aspect by private sector units certainly hinders the development of congenial
work environment for workers. On the other hand, little importance is attached to such vital aspects as responsibility, achievement, challenging task, credit for good work in public sector undertakings. It cannot therefore facilitate greatly the level of motivation, spurring individuals to superior performance while serving them.

It was therefore hypothesised that

Hypothesis No 3

The pattern of contribution of certain variables (namely, cooperation, work involvement, organizational climate, achievement motivation and adjustment) vary with the type of undertaking (public sector or private sector).

Hanlon (1986) investigated the relationship between age and commitment to work and found that age has little independent effect on work commitment. But Loscocco and Kalleberg (1988) reported that older men were more committed to work than younger men. Johnston's (1976) findings report that early joiners of an organization establish and maintain positive relationship to the organisation while later employees. Organizational culture (leadership style, organizational goal setting, etc.) does influence the level of commitment to work.
Christian (1979) reported that need for achievement was unaffected by age, socio-economic status, rural/urban background, fear of failure and hope of success. But Edwins, Tyler and Mellinger (1982) reported that older subjects expressed greater achievement motivation than younger subjects.

Keeping these findings in view the following hypothesis was framed:

**Hypothesis No 4**

The pattern of contribution of these variables to work output in the younger group differs from the pattern in the older group.

The foregoing hypotheses were tested using 't' tests and Duncan's Range Test. Also a multivariate analysis (step-wise) was carried out to find out the relative contribution of independent variables to quantity, quality of work and total work output.