CHAPTER VI

INTERPRETATION OF PERSONAL AND WORK RELATED FACTORS

The following chapter is essentially concerned with interpreting the findings of the study. It discusses the variables selected for the study in the light of the findings. The concern is basically directed towards understanding and discussing the impact of the variables on the supervisors' opinions, satisfactions and attitudes which lead to alienation. The chapter is divided into two parts in order to have a clear understanding of the impact of variables discussed as personal and work related factors on alienation among supervisors.

Personal Factors

Personal factors describe the biographical characteristics of the supervisor. Firstly an attempt is made to discuss the effect of those personal factors which have shown an association with alienation. These are caste, education and work experience. Hence it is appropriate to discuss each of these factors and the extent of contribution made by them in creating alienation among supervisors.
Caste has been one of exclusive characteristics of Indian society since ages. Caste had determined the occupations of the people and thus influenced their status not only economically but also socially. But over decades with industrialization, urbanization and modernization, which brought with them opportunities for education, change in occupation and also mobility from rural to urban areas, have affected many changes in the and function of caste. But caste continued to influence the lives of people not only economically but even where work was concerned. Their work behaviour is assumed to be influenced by the caste they belong to and caste attachments. What is found in the study also corresponds with this assumption, that caste influences work behaviour. The results show that caste and alienation one associated. Alienation among the supervisors may have been a result of their caste background.

Work differences are also found as far as education and years of service of the supervisors are concerned. These two variables have yielded significant association with alienation.

Education plays a very large part in the choices people make at all stages of their work life. It is generally observed that people’s needs, motives, way of relating to others and their general character traits are determined by their education. Increase in educational qualification is assumed to increase satisfaction and orientation towards positive responses.
to work. Hence as education serves varied functions, it is more than just a
preparation of life, as it also helps one to handle problems in different
situations. Work situations demand different types of response patterns,
depending on various work related aspects.

Education aids in reducing negative tendencies and to consider work
as an end in itself and not a means to other goals. Among the supervisors in
study, the same tendencies are reflected. Probably higher the education
higher the alienation, as expectations are high and vice versa. Thus it is
observed that education of the supervisors and their alienations levels are
associated.

Along with education, the years of experience of supervisors, has
become a significant factor showing an association with alienation.
Experience provides opportunities for greater participation. It aids in
gaining self confidence and helps towards achieving an identity in the work
place. Frustrations and maladjustments are eased out which, can lead to
sustained interest in work, as something significant not only to themselves
but to the and the society at large. These perceptions may make them less
inclined to consider work as unsatisfying and boring.
At the same time long association with the, too often may be seen as an inevitable endeavor, performing a host of activities mostly monotonous and for monitory gains. The purpose to which they devote their energies may seem meaningless and irrelevant as they tend to facilitate boredom leading to negative work behaviour. These and a host of similar attitudes and perceptions may lead to alienation. The results of the study also indicate apparent association between years of experience and levels of alienation. The fact that emerges is that there will be a decline in the motivation to climb upward due to more years of experience leading to monotony and stagnation. This can affect their work performances and can be observed in their behaviour reflecting alienation. A strong link between the variables is observed. Both education and years of service have emerged as key factors among the personal variables in predicting alienation in supervisors. Both these variables are interdependent.

Caste, education and the years of service have reflected significant degrees of association with alienation. While caste is individuals hereditary status, unique and clearly binding, education is an obvious achievement, which determines to a reasonable extent their understanding, perceptions and work attitudes. The number of years of service of the supervisors also create different impressions, motives and expectations, which blend with their work and influence performance. In spite of being
basically personal in significance, education and years of services also assume importance as work related aspects of supervisors, while caste is exclusive to them as a personal factor. These three factors have displayed significant association with supervisors levels of alienation, and thus have emerged as determinants of alienation.

After a close perusal of the data on personal factors its interpretation and discussion, it emerges that most of the personal factors of the supervisors are inconsistent with their work behaviour. They have displayed more often a marginal difference in their responses to low and high alienation. It can be recognized that supervisors shed their personal and familial attachments once they enter the work sphere. Extending informal relationships to the work environment may be perceived as detrimental to their performance and the. Hence personal factors such as age, religion, marital status, type of family, income and number of worked have not shown any association with their levels of alienation.

Most of the time there is a tendency to attribute the causes of certain actions in the work sphere to the personal characteristics of people as found by Jones & Morris (1967). Few studies further demonstrate that while others tend to make personal characteristics of people responsible to their work behaviour people themselves tend to attribute their behaviour to external causes. (Jones & Nisbet 1971). The responses of the supervisors under study
are somewhat in the same direction. The stated personal factors which are discussed are found to be unrelated to alienation. The differences between the supervisors who are less alienated and highly alienated are very small and for most part insignificant. As such they have not yielded significant correlation with alienation. Hence what emerges from these facts is that supervisors have not attributed these personal factors to their work behaviour. As such alienation emerges as an objective expression of certain values based on extrinsic work situations.

Further analysis, with a view to test the nature of relationship and extent to which these selected variables are correlated with work alienation was made. It is revealed that some factors have not shown any significant relationship with work alienation. These results indicate that changes affected in these aspects may not lead to any consequences on work alienation. Hence, their relationship is considered as weak. Chowdhri (1979) in a study on perspectives in Indian industrial worker has indicated that there was no link between the way a worker behaves outside the plant and the way he behaves within the plant. He found that personal or background variables as a whole failed to influence the behaviour of workers within the work situation. His respondents showed low levels of commitment to work and occupational aspirations and high levels of alienation.
WORK RELATED FACTORS

After an examination of the personal variables which have shown an association with alienation the following discussion moves on to analyse the relationship between work related factors and alienation.

Work related factors or al factors determine to a large extent the work behaviour of employees. Several work related aspects are assumed in this study to have significant effect on the way supervisors perform their tasks. Their work orientations are expressed in ways that could communicate their attitudes, satisfactions, dissatisfaction, commitments, pattern of behaviour which is reflected in their work performance. Consequently some of such factors which are selected to study the problem of work alienation are satisfaction with work, pay, coworkers, supervision and promotion, overall job satisfaction, work attitudes, patterns of communication; expectations from work and certain attributes of work situation. Each of these factors describes some of the specific work characteristics of s. A discussion of the extent and strength of association between these variables and work alienation, based on statistical tests of correlation and regression analysis is given. An attempt is made to identify the key factors causing work alienation.
Most theories of job satisfaction argue that overall job satisfaction is determined by some combination of all dimensions of satisfaction feelings. The overall job satisfaction is determined by the difference between all the things a person thinks he/she should receive from the job and all the things that he/she actually does receive (Lawler 1973). Some factors do make larger contributions to overall satisfaction than others. Supervisors may tend to rate some factors as more important than others. Thus there is a correlation between how important supervisors feel job factors are and how much job factors influence overall job satisfaction (Vroom 1964).

As job satisfaction is presumed to be an important indicator of work behaviour it is undoubtedly considered as a precipitating factor for work alienation. Hence each dimension was analyzed in chapter iv, to determine their independent contribution to work alienation.

The preceding discussion on work alienation and some of work related factors viz pay, promotions, job attitudes, communication patterns and attributes of work situation make it evident that work alienation is not caused due to these factors. Those factors, which have been assumed to describe to a large extent the conditions, which might affect feelings about work and lead to alienation, have not shown any significant correlations with work alienation inspective of their opinion or attitudes towards these variables.
Among the work related factors oral factors which are associated with alienation are satisfaction with work, co-workers, and superior, the dimensions of overall job satisfaction which are independently associated with alienation; and overall job satisfaction and expectations from work. The last two factors have expressed a strong relationship between them and alienation as is evident in the correlation and regression analysis.

From the analysis it is clear that of the five dimensions of job satisfaction selected to predict the problem of alienation three have emerged as significant contributors to work alienation. Viz work, co-workers and superior. The results indicate that consistent relationship exists between them independently and alienation. Interestingly pay and promotion which have no correlation with alienation, have revealed that little importance is given to monetary and growth related aspects compared to inherent satisfaction. Further, the question that needs to be answered is what role does, job satisfaction with a combination of the five dimensions collectively play in identifying work alienation among the supervisors.

Vroom (1964) has pointed out that job satisfaction and work performance are caused by quite different things. At the same time it is important to note that satisfaction is related to many work behaviours like, absenteeism, turnover and alienation. Studies on job satisfaction and its impact on the total work life of a person also have emphasized on the value
and the deeper meanings of work which undoubtedly determine behaviour and performance. Hence it is expected that job satisfaction will influence work alienation. The results have indicated that if supervisors have lower levels of satisfaction, they will be highly alienated and vice versa. Further, regression analysis has indicated a strong consistent relationship between the variables. As such it is appropriate to consider that job satisfaction is an important variable from both theoretical and practical point of view as it depicts supervisors performance and helps in perceiving work as a negative or positive necessity. If this is true job satisfaction becomes a key predictor of work alienation, as observed in the study.

One more factor which has displayed relationship with alienation is expectations from work. Expectations can distort perceptions leading to seeing what one wants rather than what the actual situation is (Robin 1983). Most of the motivation theories depend on the strength of an expectation that the act will be followed by a given outcome and on the attachment of that outcome to the individual (Vroom 1964). Hence most of the work behaviours are reinforced by the expectations the supervisors have from that work and . They display their satisfaction or dissatisfaction depending upon the fulfillment of their expectations. This obviously determines their work performance as they may view the outcomes as positive or negative. As such it could be inferred that if supervisors have higher expectations from
work which remain to be satisfied their tendencies towards alienation will be high, similar trends have been displayed by the supervisors in this study. This establishes the assumption that work expectations and their fulfillment or the lack of it make significant contribution to the work behaviour of employees. The strength of this association is also revealed by the regression analysis, which shows a strong correlation between the two variables.

After an insight into the factors that contribute to alienation, a brief discussion is given regarding those work related factors which have shown an association with alienation but have not emerged as significant contributors. These factors are work attitudes, communication patterns, and attributes of work situation.

Job attitudes are also expected to influence alienation among the supervisors. Attitudes towards job are determined by various factors which could be both personal and work related. Since attitudes towards job effect their work behaviour, it was expected that they would result in predicting alienation. Some supervisors have expressed highly favourable attitudes while some others have moderate or unfavourable attitudes. Whatever their attitudes are they have shown an association, which means there can be a perceived change in the supervisors levels of alienation provided there is a change in their attitudes. However they may not be significantly contributing
to alienation. It means that supervisors can find their work either engrossing or dull leading to positive or negative attitudes, and still not express alienation, because of other job related factors.

Communication patterns in s determine the interpersonal relations among employees. Probably the more frequent source of interpersonal conflict is poor communication. All the activities and functions are carried out properly only if the communication pattern flows through proper channel and reaches the target. Supervisors are the media through which orders from management are conveyed to the workers. Supervisors constitute the main channel in the communication process, as such, their attitudes, beliefs, values and motivation, influence their behaviour and act to influence their communication pattern. Hence communication is believed to be a measure to determine the tendencies of alienation among the supervisors. The assumption is that, the higher the opinion on communication, the lower will be their alienation levels. However, the findings display interesting trends. In spite of scoring high on communication, supervisors alienation levels are not low. This means that various factors impinge upon alienation and that communication patterns as such do not become significantly a contributory factor to create alienation.
Regardless of the fact that communication is an important ingredient in any work situation as discussed in this study, it is found to be independent of their opinions which are not expressed in their work behaviours. Research indicates that managers spend somewhere between 50% - 80% of their total time communicating in one way or the other. This isn't surprising, since communication is so critical to everything that goes on in an . Without effective communication there can be little or no performance management, innovation, understanding of clients, coordination of effort, AND, without effective communication it is difficult to manage the expectations of those who are in a position to make decisions about your fate.

Attributes of work situation is the measure, which describes the job and the immediate work situation and provides a variety of conditions which might affect feelings about work. These attributes of work milieu and scores of others (Herzberg et, al, 1957) become relevant as they structure the opportunity to develop social relations and also influence the meaning supervisors attach to these relations (Lipset1956). Hence they are taken as predicators of work alienation in the study. It is assumed that low opinion on the measure might indicate higher levels of alienation.

However the results do not throw light on the association between attributes of work situation and work alienation as the supervisors have not shown any strong relationship between the variables. It is possible that their
feelings regarding the different attributes mentioned have no consequence on their feelings of alienation. It thus emerges that these attributes do not account for work alienation as other indicators do, and that the work place activities, formal, informal, technical and general relationships and experience , need not necessarily evoke alienation among the supervisors. Hence the relationship between the two variables cannot be established. This leads is to establish that supervisors either adjust their identify to the demands of the work role or discourage discontent and negative influence on these matters as they consider them important. Hence they picture themselves as being involved in their work and do not express alienation.

Regression Analysis

The preceding analysis helps to further analyse and determine the exact contribution made by the two factors of work expectations and job satisfaction through the regression analysis. Regression analysis has very clearly indicated a very strong relationship between two work related factors viz., job expectations and job satisfaction (refer table no. Infra and alienation.)

It reveals that among these two variables, job expectations has emerged as the stronger predictor, as can be observed in the Beta Coefficient. This means that as satisfaction with the fulfillment of their expectations increase, alienation among supervisors decreases. Hence a
change in this variable effects a change in alienation patterns. The importance of this variable lies in the fact that it is contributing independently to the creation of alienation, thus emerging as a strong predictor of alienation.

In industrial expectations that supervisors have will be related to specific work roles that they perform. At other times the various attitudes that they hold towards job, towards related factors and towards life in general also create high expectations. A broad implication of these sometimes make it necessary for the managements to define their goals and set standards for their achievements. Hence this clash of interests can possibly lead to negative work environment and negative relationship between them consequently amounting to turnover, absenteeism and alienation.

The magnitude of this problem can well be imagined. This points out quite clearly that for people at higher occupational level, intrinsic aspects of the job move up in importance along with which expectations rise. A positive response to this clearly provides greater satisfaction with the fulfillment of their expectations. A reverse response would relatively create critical situations and lead to indifference to the work environment, yielding high correlation with alienation. As such it is very clear that as far as possible, expectations of the supervisors should be fulfilled within the given
limitations. In situation where this is not feasible, alternative measures can be suggested in order to achieve production targets and avoid alienation among them.

The second factor which has emerged as strong predictor of alienation is overall job satisfaction. As can be observed the Beta coefficient (infra) of job satisfaction constituting five dimensions is a significant contributor as is revealed in the study. It indicates that as job satisfaction increases alienation decreases. Hence job satisfaction is an independent predictor of alienation. Job satisfaction relates to the amount of satisfaction supervisors have with all the aspects of job. This results from, many specific attitudes on specific job factors, individual adjustments and group relationships. As such it is a result of many specific factors of work environment. Job dissatisfaction may well be a result of many factors, eventually leading to alienation.

The original study of Mausner and Snyderman (1959) found that aspects which were associated with satisfaction were somewhat different from the aspects, which were associated with dissatisfaction. According to them it should be understood that both these kinds of factors meet the needs of the supervisors and effect their attitudes, opinions and performance. Hence it is important that emphasis should be on those aspects which supervisors consider significant to their job performance. Efforts should be made to achieve high satisfaction and help lower alienation among them.
This discussion leads to further examination of the data through the Path Analysis.

**PATH ANALYSIS**

After a close perusal of the data and an in depth analysis of the findings, it is appropriate to move further to specify the exact contribution of those factors, which have emerged as directly or indirectly leading to alienation. The path model depicts the interrelationships between different variables, based on the correlation matrix. A very close examination of overall job satisfaction, work expectations, job attitudes, and communication patterns and attributes of work situation reveals the effects of these variables on alienation (refer to correlation matrix).

The matrix shows that (reading through either first row or column) the correlation between job expectation, job satisfaction and alienation is statistically significant. At the same time it is interesting to observe that the correlation between job satisfaction, job attitudes and communication (reading through column 3) is also highly significant. On examining the coefficient of correlation of column 5, it is evident that job attitude, communication and attributes of work situation are significantly correlated with job expectations which has emerged as the most important determining factor of alienation.
On the basis of these results the correlation can be shown by the following path model. The path model describes the different outcomes as resultant factors of work behaviour and their consequences leading to alienation.

**Path Model**

The path model clearly indicates the interrelatedness of all the work related variables and their contribution to alienation. It reveals that job attitudes and communication patterns effect both job expectation and job satisfaction. Job attitudes are important determinants of opinions people hold about specific aspects of job and hence. It is observed to be influencing both job expectations and job satisfactions which are directly effecting alienation.

Communication also is seen to be effecting both job satisfaction and job expectations. It gains importance in the sense that it is the channel
through which are determined the criteria of establishing functional contact among people in different work roles. Hence opinion on communication are reflected on the job satisfaction and job expectations of the supervisors which have influenced alienation.

As such, it is inferred that job attitudes and communication influence and shape job expectations and job satisfaction of supervisor independently and jointly. Hence they are referred as indirect contributors to alienation. Another interesting finding as observed in the model is that job attributes has emerged as an extrinsic of innerving variable. It is seen to be effecting job expectation only, which is directly influencing alienation.

To sum up all these occurrences it is appropriate to state that alienation is a resultant phenomenon of both job expectations and job satisfaction, which have emerged as direct causal factors. It is also observed that both these variable are not isolated factors. There is an interplay of all the work related factors selected on them. All these have thus become indirect contributions to alienation. Hence this study clearly explains that alienation is multi causal phenomenon determined by a host of factors and that supervisors feelings of alienation are the concommitant result of their opinion, attitudes and satisfaction with different aspects of work as they are seen to be supported by job attitudes and communication of supervisors. Job
attributes is also seen to be a situational variable independently affecting job expectations, which is the major predictor of alienation.

**Conclusion**

The preceding discussion of work related factors and work alienation has helped to identify these factors which have emerged as significant sources in creating work alienation among supervisors. A strong relationship between work, co-workers, superior, overall job satisfaction and work expectations with alienation has been found. It is appropriate to consider that these job characteristics which describe the immediate work situations, can be good measures of alienation in industrial s.

The problems of work alienation is identified within the work situation, as feelings about work are anchored more in the technical and social of work rather than the personal identity of the supervisors as was found in the analysis of personal factors and work alienation. These results also correspond with the findings of study. Singh S P and Singh A.P (1979) found that the employees who were highly satisfied with job aspects were less alienated and less insecure. A significant difference in job satisfaction score was observed between high alienation and low alienation.

Hence, in so far as the problem of work alienation is concerned what emerges is that the expression of discontent or dissatisfaction on matters
which supervisors consider as most important components of a work environment become the best independent predictors of work alienation. The best predictors are among others, a work situation and al setting which provide low freedom and high work pressure, and a hierarchy above, prove to be contributing to dissatisfaction and negative work behaviour. Wilensky (1963), in his study on the same aspects states that s offer several conditions which can lead to achieving better quality of work life and lower alienation.

Hence in conclusion it is appropriate to consider these job characteristics which describe the immediate work situation to be good measures of work alienation. These also point that variations in these aspects will affect changes in the extent of work alienation and become useful in treating the problem of work alienation among supervisors in industrial s.