

## Quality of Work Life and Ego-Strength as a Predictor of Organizational Commitment: A Study of Managerial Personnel

<sup>1\*</sup> *Amjad Ali*, <sup>2</sup> *Abu Sufiyan Zilli*

<sup>1</sup> *Department of Humanities and Social Science, National Institute of Technology, Odisha, India*

<sup>2</sup> *Department of Psychology, Aligarh Muslim University, Aligarh, India*

Received 27 August 2014, Accepted 16 September 2014

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### ABSTRACT:

The present research intends to understand the influence of manager's perception of quality of work life and Ego-Strength on their Organizational commitment. The study was carried out in different private and public organizations located in Delhi. Data were collected from 300 managers. Analysis of the data was done using stepwise multiple regression analysis and t-test. Results revealed that only Quality of work life has predicted Organizational Commitment in both the measured groups of managers. Results further revealed significant difference between managers of private and public undertakings on all the measured variables. The findings imply that the organizations in both the sectors need to understand and manage managers' Ego-Strength and provide them with suitable interpersonal atmosphere to strengthen their ego so that their level of Organizational commitment could be enhanced. Results are explained in the light of present scenario in existing private and public undertakings.

**Keywords:** *Ego-strength, Managers, Organizational commitment, Quality of work life, Private, Public*

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### INTRODUCTION

The present research is an attempt towards making Indian Organizations more effective and helping managers in actualizing their full potential. Managers are the most important assets of the organization as they have to interact with their subordinates, colleagues, top managements, customers and people at large. So, their major portion of time is utilized in working with different kinds of people. Therefore, it can be expected that characteristics of Quality of Work Life and Job Attitudes have influential roles in determining their Commitment towards the work and the organization as a whole.

The term Quality of Work Life appeared only after Davis (1972) presented a paper in a

conference at Arden House, US. Thereafter, the phenomenon of Quality of Work Life attracted the attention of psychologists, managers and supervisors for undertaking it as a philosophy or as an approach in designing the strategy for enhancing employees' well-being, attachment and involvement with the organization.

Quality of Work Life is a philosophy, a set of principles, which holds that people are the most important resource in the organization as they are trustworthy, responsible and capable of making valuable contribution to their respective organization, so they should be treated with greater dignity and full respect (Straw et al., 1984). The elements which are relevant to an

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\*Corresponding Author, Email: [amjad1737@gmail.com](mailto:amjad1737@gmail.com)

individual's Quality of Work Life include the task, the physical work environment, social environment within the organization, administrative system and relationship between life on and off the job (Cunningham et al., 1990).

Lots of people will rant about ego having no place at work, how it causes more harm than good. Ego is at the root of many workplace issues. From poor communication to failed negotiation, to faulty decision making, ego can lay a dangerous path of destruction. The obnoxious and overbearing behavior that comes through it can damage creativity, undermine effective problem solving capacity, cause stress, and adversely affect morale of employees.

Ego-Strength is the ability of an individual to manage both the id and superego despite the pressures of both that demand to increase pleasure or act within society standards. The Ego-Strength is the balance that Freud emphasized as the key to a healthy personality; one that is both able to seek pleasure successfully but doing so within reason and acceptable time and place. Recently Mosby's Medical Dictionary (2009) defined Ego-Strength as the ability to maintain the ego by a cluster of traits that together contributes to good mental health.

The Ego-Strengths or ego virtues are inherent active qualities that bring various forms of energy and vibrancy to people across the life span (Erikson, 1964, 1965). They reflect a strong inner core, and ultimately build toward solid commitments to ideals, beliefs, significant others, and the broader society. According to Wolberg (1977) Ego-Strength connotes the positive personality assets that will enable the individual to overcome his anxieties, to yield secondary gains of his illness, and to acquire new, more adequate defenses.

The concept of Organizational Commitment has grown in popularity in the literature on industrial and organizational psychology (Cohen, 2003). Employees' Organizational Commitment refers to the physical as well as behavioral involvement and attachment with the work and organization. According to Kanter (1968) Organizational Commitment can be defined as the willingness of workers to devote energy and loyalty to an organization. Kim et al. (1993) enumerated that Organizational

Commitment is the employees' loyalty to the employer. Venkatachalam (1997) viewed Organizational Commitment as "talking on the organizational identity". In general, Organizational Commitment is considered as a useful measure of organizational effectiveness (Steers, 1975). In particular, "Organizational Commitment is a "multidimensional construct" (Morrow, 1993) that has the potential to predict organizational outcomes such as performance, turnover, absenteeism, tenure, and organizational goals" (Meyer and Allen, 1997).

Meyer and Allen (1997) developed a framework of commitment on the basis of three components such as affective, continuance and Normative Commitment.

1. Affective Commitment refers to emotional attachment, identification with and involvement of an employee in the organization; i.e. an employee intrinsically desires to continue in the organization.
2. Continuance commitment, which relates to the cost the employee associates with leaving the organization i.e. the employee thinks that it is his or her need to continue working in the organization, and
3. Normative Commitment reflects a feeling of obligation to give back to the organization and an employee high on Normative Commitment would continue because he or she ought to do so.

However, the present study only focuses on overall organizational commitment dimension, and no separate dimensions have been analyzed just to avoid the complexity of research work.

According to Maume (2006), "Organizational Commitment is typically measured by items tapping respondents' willingness to work hard to improve their companies, the fit between the firm's and the worker's values, reluctance to leave and loyalty toward pride taken in working for their employers", provide a better picture of Organizational Commitment in work settings.

### Literature Review

A number of studies have been conducted in recent past in the area of Quality of Work Life, Ego-Strength and Organizational Commitment. An effective Quality of Work Life (QWL) is basically a tool to improve working conditions (an employee's perspective) and greater organizational efficiency (mainly from an

employer's perspective). Positive results of QWL have been supported by a number of previous studies, among which is reduced absenteeism, lower turnover, and improved job satisfaction (Havlovic, 1991). QWL does not only contribute to an organization's ability to recruit quality human capital, nevertheless it also enhances –the organization's competitiveness. Schurman (1998) reviewed employee satisfaction as always an important management goal in job design and human resource policies.

Costello and Sang (1974), reported that majority of job incumbents of publicly owned utility firms were satisfied with security and social needs but, were different in the fulfilment of increase order needs self-esteem, autonomy and self-actualization. Study conducted by Rhillehard et al. (1969) on managers, compared managers working in government agencies with those from business and industries. They found that perceived deficiency in need fulfilment likely to increase successively at lower level which was almost similar to the findings of Jhonson and Marcrum (1968). Their study also revealed that increased dissatisfaction was found among managers of government agencies as compared to managers of business and industries.

Hartenstein and Huddleston (1984) enumerated that for Quality of Work Life measures to be successful, management and labour must have shared values, without such values, managers are often authoritarian and deny workers sense of involvement, responsibility and autonomy, resulting in the workers lack of commitment and low productivity. On the other hand Venkatachalam et al. (1997) found significant positive relationship between Quality of Work Life and Organizational Commitment.

Huang et al. (2007) indicate that different dimensions of Quality of Work Life result in distinctive effects on organizational and career commitments and turnover intentions. Daud (2010) investigated the relationship between quality of work life and organizational commitment amongst employees in Malaysian firms and showed that there was a relationship between Quality of Work Life and organizational commitment.

Radja et al. (2013) revealed that 1) quality of work life has insignificant effect towards public

service performance and work satisfaction, but it has important correlation with organizational commitment. 2) Organizational commitment has indirect effect on the performance of public service, but influence indirectly through work satisfaction. 3) Quality of work life and organizational commitment has insignificant effect towards public service performance but both can give direct contribution towards through work performance.

Ego-strength has extensively been studied in different fields and walks of life but researchers in the areas have given quite little attention of using this variable in the field of industrial research. Singh and Singh (1992) examined the effects of role stress, organizational climate and Ego-Strength on the psychological strains namely environmental frustration, anger reactions, latent hostility and job anxiety of middle level managers. Results indicated significant differences (a) between environmental frustration, anger reaction and job anxiety in high and low stress group, (b) between job anxiety in high and low organizational climate group and (c) between job anxieties in high and low Ego-Strength groups. However, the interactional effects of all the three variables on psychological strain were found to be statistically significant.

Dinesh (2006) in his study on Ego-Strength among males and females found that males have higher Ego-Strength as compared to females their counterparts. Pestonjee et al. (2010) in a study to find out the critical influence of Ego-Strength on the job performance and job satisfaction relationship among blue-collar industrial workers revealed no significant moderating effect of Ego-Strength on job performance and job satisfaction relationships. The sub-group analysis among industrial workers also indicated negligible moderating effect of Ego-Strength on job performance and job satisfaction.

Researches in recent past have mainly focused on controllable external factors influencing Organizational Commitment such as modification of HRM policies and practices (Paul and Anantharaman, 2004), increasing socialization (Mathieu and Zajac, 1990), improving compensation (Mowday et al., 1982; O'Reilly and Chatman, 1986), leadership and

interpersonal dynamics (Tu et al., 2001), and hygiene factors (Balaji, 1985; Khokle, 1998). Very few dispositional characteristics have been tested for their influence on an individual's Organizational Commitment.

In an interesting study Porter et al. (1974) suggested that job satisfaction is changed more readily than Organizational Commitment, and therefore concluded that job satisfaction is also likely to be affected by a successful Quality of Work Life effort.

In one of the significant study Allen and Meyer (1990) tested the aspect of three component (affective, continuance and normative) model of Organizational Commitment that integrates various conceptualizations (affective attachment, perceived cost and obligation). The results revealed that the affective and continuance components of Organizational Commitment are empirically distinguishable constructs with different correlates. The affective and normative components, although distinguishable, appear to be somewhat related. Thus the quality of the workplace is a vital factor in promoting Organizational Commitment. In contrast, good leadership and management may not guarantee committed employees. Samad (2007) found that Committed and satisfied employees are normally high performers and contribute towards organizational productivity.

### **Objectives of the Study**

Keeping in view the paramount importance of Quality of Work Life, Ego-Strength and Organizational Commitment, the present study is aimed as follows:

- ✓ To see the Quality of Work Life and Ego-Strength as a predictor of Organizational Commitment among Managers of Private Undertakings,
- ✓ To see the Quality of Work Life and Ego-Strength as a predictor of Organizational Commitment among Managers of Public Undertakings, and
- ✓ To determine the difference between managers of Private and Public Undertakings on Quality of Work Life, Ego-Strength and on Organizational Commitment.

### **Hypotheses of the Study**

In the light of available literature related to the present study, following hypotheses has been formulated:

H-1: Quality of Work Life and Ego-Strength will emerge as a predictor of Organizational Commitment among Managers of Private Undertakings

H-2: Quality of Work Life and Ego-Strength will emerge as a predictor of Organizational Commitment among Managers of Public Undertakings

H-3: Managerial personnel of private and public undertakings will differ with each other on Quality of Work Life, Ego-Strength and on Overall Organizational Commitment dimensions.

## **RESEARCH METHOD**

### **Participants**

The sample of present research consists of a total of (N=300) managers, 150 each from private and public undertakings. All the respondents were randomly selected from different parts of Delhi and its NCR (National Capital Region). The data was collected from following private and public undertakings, Reliance, Airtel, Idea, Kingfisher, Britannia, Ultratech, Hero Honda, DLF, TMT, Maruti Suzuki, CMS, UTI Mutual Fund, Barclays Bank, Ottogon, Religare and MTNL, BSNL, NDPL, BHEL, GAIL, BRT, DDA, LIC, SBI, Allahabad Bank and IDBI Bank etc. The methodology of the study was planned systematically keeping in view its lofty objectives.

### **Instruments**

1. Quality of Work Life Scale: This scale was developed by Shawkat and Ansari (2001) which assesses numerous dimensions of Quality of Work Life. This scale contains 48 items and rated on 5 point likert type rating scale ranging from strongly disagree to strongly agree with the score 48-240. The reliability and validity of the scale was found to be  $r=.70$  and  $r=.89$  respectively.

2. Ego-Strength Scale: Indian adaptation of Barron's Ego-Strength scale by Hasan (1974) was used to measure Ego-Strength of the sample of present research. The Ego-Strength scale comprised of 32 items with the two alternative

response categories. The frequency of negative responses on the Ego-Strength scale indicates the degree of the Ego-Strength. The odd-even reliability of the adopted scale is found to be .78 (corrected). The test-retest reliabilities of the adopted scale were found to be .86 and .82 respectively. The validity of this scale was also found to be highly satisfactory. The analysis of the data was made by t-test.

**Organizational Commitment Scale**

The Organizational Commitment scale was developed by Shawkat and Ansari (2001). This scale contains 15 items and rated on 7 point rating scale ranging from strongly disagree to strongly agree with the score 15-105. The reliability and validity of the scale was found to be  $r=.80$  and  $r=.76$  respectively.

The analysis of the data was done by using stepwise multiple regression analysis and t-test respectively.

**RESULTS AND DISCUSSION**

**Results Obtained by Regression Analysis**

Table 1a and 1b: Quality of Work Life and Ego-Strength as a predictor of Overall Organizational Commitment among Managers of Private Undertakings.

Table 1a shows the model summary indicating only one predictor of the model. Multiple correlation (R) was found to be .316 for Quality of Work Life. Further R square which

represents the contribution of predictor variables to the criterion variable was found to be .100. Another considerable aspect is R square change, which is the actual contribution of predictor variables to the criterion variable which was found to be .100. It means that Quality of Work Life contributed 10.0% to the dependent variable (Overall Organizational Commitment).

Table 1b depicts that only Quality of Work Life influences overall Organizational Commitment of managers of private undertakings. The statistical value given in the table indicates  $t=4.059$  for Quality of Work Life which was significant beyond 0.01 level. The correlation (partial) was found to be  $r=0.316$  for Quality of Work Life which shows that there is positive correlation between Quality of Work Life and Overall Organizational Commitment. Since, t-value of Quality of Work Life was found significant which means that Quality of Work Life positively influence the level of Overall Organizational Commitment among Managers of Private Undertakings. Thus, it partially proves the first hypotheses (H-1) of the present research that “Quality of Work Life and Ego-Strength will emerge as a predictor of Organizational Commitment among Managers of Private Undertakings”.

Table 2a and 2b: Quality of Work Life and Ego-Strength as a predictor of Overall Organizational Commitment among Managers of Public Undertakings.

**Table 1a: Model summary of regression analysis**

Model	R	R square	Adjusted R Square	Change Statistics	
				R Square Change	F Change
1	0.316a	0.100	0.094	0.100	16.475

Predictor (constant): Quality of Work Life

**Table 1b: Coefficient**

Model		Unstandardized Coefficient		Standardized Coefficient	t	Sig.	Correlation
		B	Std. Error	Beta			partial
1	(Constant)	53.394	4.214		12.671	0.000	
	Quality of Work Life	0.100	0.025	0.316	4.059	0.000	0.316

Criterion Variable: Overall Organizational Commitment

Table 2a shows the model summary indicating only one predictor of the model. Multiple correlation (R) was found to be .330 for Quality of Work Life. Further R square which represents the contribution of predictor variables to the criterion variable was found to be 0.109. Another considerable aspect is R square change, which is the actual contribution of predictor variables to the criterion variable which was found to be 0.109. It means that Quality of Work Life contributed 10.9% to the dependent variable (Overall Organizational Commitment).

Table 2b clearly depicts that only Quality of Work Life influences Overall Organizational Commitment of Managers of Public Undertakings. The statistical value given in the table indicates  $t=4.025$  for Quality of Work Life which was significant beyond 0.01 level. The correlation (partial) was found to be  $r=0.333$  for Quality of Work Life which shows that there is positive correlation between Quality of Work Life and Overall Organizational Commitment. Since, t-value of Quality of Work Life was found significant it can be said that Quality of Work Life positively influence the level of Overall Organizational Commitment among Managers of Public Undertakings. Thus, it partially proves the second hypotheses (H-2) of the present research that “Quality of Work Life and Ego-Strength will emerge as a predictor of Organizational Commitment among Managers of Public Undertakings”.

**Results Obtained by t-test**

Table 3: Means, SDs and t-values of managers of private and public undertakings on Quality of Work Life, Ego-Strength and Organizational Commitment.

The mean and SD in the case of managers of private undertakings for Quality of Work Life dimension were found to be 169.11 and 24.64 while in the case of managers of public undertakings the mean and SD were found to be 141.39 and 19.29 respectively. The t-value between the two means was found to be 10.85 which were significant at 0.01 level. Similarly, the mean and SD in the case of managers of private undertakings for Ego-Strength dimension were found to be 20.76 and 4.71 while in the case of managers of public undertakings the mean and SD were found to be 16.90 and 3.60 respectively. The t-value between two means was found to be 7.94 which was significant at 0.01 level (table 3).

Furthermore, the mean and SD in the case of managers of private undertakings on Overall Organizational Commitment dimension were found to be 70.32 and 7.79 while in the case of managers of public undertakings the mean and SD were found to be 56.09 and 10.73 respectively the t-value between the two means was found to be 13.13 which was significant at 0.01 level. Thus, it proves the last hypothesis i.e., (H-3) of the present study that “Managerial Personnel of private and public undertakings will differ with each other on Quality of Work Life, Ego-Strength and on Overall Organizational Commitment dimensions”.

**Table 2a: Model summary of regression analysis**

Model	R	R square	Adjusted R Square	Change Statistics	
				R Square Change	F Change
1	0.330a	0.109	0.103	0.109	18.076

Predictor : (constant), Quality of Work Life

Table 2b: Coefficient

Model		Unstandardized Coefficient		Standardized Coefficient	t	Sig.	Correlation (partial)
		B	Std. Error	Beta			
1	(Constant)	30.137	6.161		4.891	0.000	
	Quality of Work Life	0.184	0.043	0.330	4.025	0.000	0.333

Criterion variable: Overall Organizational Commitment

Table 3: Level of significance obtained by t-test

Variable	Group	N	Mean	SD	t- value (df=298)
Quality of Work Life	Private	150	169.11	24.64	10.85
	Public	150	141.39	19.29	
Ego-Strength	Private	150	20.76	4.71	7.94
	Public	150	16.90	3.60	
Overall Organizational Commitment	Private	150	70.32	7.79	13.13
	Public	150	56.09	10.73	

\*Significant at 0.01 level

## CONCLUSION

In the present research, many new areas along with the old had been explored. So, in the present investigation the researcher will discuss the results in the light of previous empirical findings and in the case of relational and comparative results hardly any guidelines has been followed just because of the absence of empirical evidences in this regards.

Finegold et al. (2002) have found similar results and explained that construct of Quality of Work Life has positive impact on employee commitment. Donaldson, et al. (1999) revealed that Quality of Work Life factors significantly predicted Organizational Commitment, absenteeism, and tardiness and suggested to consider the value of improving the system of work in which employees are embedded as part of comprehensive work.

The Managers in both types of organizations, though work as link between the supervisors,

workers and top management, but in Public organizations job security and job specification are clearly defined, hence question of non-continuance does not arise. Likewise their duties, works and responsibilities are governed by laws which make them responsible to the ultimate law framing agency, i.e. legislature. So, in this case Ego-Strength does not seem to be so important for their commitment. In such a condition their commitment is related with the Quality of Work Life. Economic benefits and different types of insurances are related to Quality of Work Life, which in turn influences the commitment of Managers of Private and Public Undertakings.

In the present scenario different types of industrial set ups are growing up rapidly, which have different structures, organizational culture and climate providing different types of services. In such a scenario managers and workforce working in these industries differ from each

other in a host of ways. Hence, they should be studied and compared separately on different variables taking greater sample size of the study.

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