

THE RELATIONSHIP BETWEEN CONGRUENCY
AND
PRODUCTIVITY, JOB SATISFACTION AND TYPE OF JOB

Thesis for the Degree of M. A.
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Argyris, 1957; 1964

ABSTRACT
THE RELATIONSHIP BETWEEN CONGRUENCY
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By
Joseph Anthony Martella

Congruency, as discussed by Argyris (1957;1964), was related theoretically to organizational identification (Katz and Kahn, 1966; Brown, 1969; and Hall et.al., 1970). Specifically, congruency, which refers to the degree of perceived communality that exists between an individual's goals and the goals of his organization, was discussed as the static aspect of the larger concept of organizational identification.

This study investigated the relationships between congruency and common organizational variables such as productivity, job satisfaction, and type of job.

The subject sample consisted of 1442 employees of a medium sized industrial organization.

The measure of congruency was based on sixteen job-related goals that were included in a questionnaire. Each S was asked to rate how important a particular goal was for himself, and how important he thought it was for his company. Differences were obtained between these individual ratings, and the differences were squared.

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The results indicated that there was no relationship between congruency as measured in this study and productivity, that there was no difference in the amount of congruency reported by line or staff people, and that there was a positive relationship between congruency and job satisfaction, and a negative relationship between congruency and the amount of variance in job satisfaction reported at different levels of congruency.

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**THE RELATIONSHIP BETWEEN CONGRUENCY
AND
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By

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A THESIS

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INTRODUCTION

The basic theme that pervades much of the theory and research within organizational psychology is the relationship between an organization and the individuals who are a part of that organization. Within this general conceptual framework, Argyris (1957;1964) discusses the concept of congruency between goals as one specific problem. Specifically congruency refers to the degree to which the goals of the individual and the goals of the organization are compatible or are perceived to be compatible. In this sense it would seem that congruency is a static psychological state of being that exists at a particular time in a particular situation. This conception of congruency as a situation-specific variable implies that the level of congruency can be altered. This process of altering the level of congruency, specifically increasing the compatibility between the individual's goals and the organization's goals, has variously been labeled "Goal Integration", "Internalization", or "Identification". The processes are seemingly similar enough to merit discussion within the same paper.

Barret (1970) states that there are three models which have been developed to explain how the individual's goals and the organization's goals become increasingly congruent:

The exchange model; the socialization model; and the accommodation model. Although each model starts from a different set of assumptions and each model utilizes different means, all are goal integration mechanisms. Organizations operating under either the exchange model or the socialization model attempt to influence or to condition members toward valuing activities which are instrumental to achieving organizational objectives or to devaluing activities which are not instrumental in achieving organizational objectives. However, organizations operating under the accommodation model assume that the individual's needs and motives are given and place emphasis on considering these individual goals while determining organizational objectives. Barret discusses the theory of Argyris (1964) as an example within the accommodation model.

A somewhat more specific theoretical approach has been developed by Katz and Kahn (1966) and researchers following their tradition (Brown, 1969; Hall et.al., 1970; and Patchen 1965). Katz and Kahn, while discussing the psychological basis of organizational effectiveness (Chapter 12) label four motivational patterns which are used and can be used in organizational settings: legal compliance; instrumental satisfaction; self-expression and self-determination; and internalization of organizational goals. In an age when the effectiveness and even survival of an organization may well depend on its adaptability and its flexibility (Bennis, 1966), Katz and Kahn (1966) indicate that internalization of

organizational goals is "The most effective of motive patterns and the most difficult to evoke within the limits of conventional organizational practice and policy (p. 389)."

In terms of Barret's (1970) taxonomy this motivational pattern would be consistent with either the socialization model or the accommodation model contingent upon the strategy for implementation, i.e. directed toward the organizational objectives or toward the accommodation of individual needs. However, the essential idea of the motivational pattern is that the goals and values of the organization become incorporated as a part of the value system of the individual. Such a motivational system allows the individual to establish his self-identity within the organization and to express the values appropriate to that image. The rewards to the individual stem from the establishment and clarification of his self-concept, and also from seeing the self-concept approach his self-ideal.

Several studies (Brown, 1969; Hall et.al., 1970 and Patchen, 1965) have treated this concept developed by Katz and Kahn (1966) in an empirical rather than a strictly theoretical way. These authors, however, label the process "Organizational Identification". Hall et.al., (1970) specifically define organizational identification as "the process by which the goals of the organization and those of the individual become increasingly congruent (pp. 176-177)."

One purpose of Patchen's (1965) work at the TVA was to develop a set of items to measure identification with the

work organization which he defines as "a sense of solidarity (i.e. of common interest and purpose) with other members of the organization, especially with the top leaders (p. 55)." Such a sense is accompanied by a willingness to label oneself as an organization member and by a willingness to support the organization. Starting with a sample of 13 items, Patchen reports that 8 items had acceptable reliability and validity to be included as a measure of identification. In particular, Patchen reports as evidence of validity a significant relation between identification and displaying a TVA sticker and between identification and expectation of remaining with the organization. There was no relationship between identification and absenteeism or between identification and turnover. The items Patchen (1965) developed were used in a study by Brown (1969).

The primary focus of Brown's (1969) study was on the determinants of organizational identification, and the most general conclusion is that identification is mediated by what Brown terms "symbolic motivation". Symbolic motivation refers to a state of ego-involvement in an individual's activities. According to Brown pragmatic motivation, on the other hand, refers to a state of deficiency where the result rather than the activity performed is valued by the individual. While satisfaction of symbolic motives leads to identification, satisfaction of pragmatic motivations more often leads to dependence. Consequently Brown predicted that identification should be independent of pragmatic

rewards ordinarily available in organizations. The results confirmed his predictions for the following pragmatic rewards: promotion, supervision, salary, co-workers, seniority and rank.

Brown also argued that identification will be negatively related to factors which diminish the visibility and the potency of the organization as a source of potentially gratifying opportunities. Thus he predicted that there would be a negative relationship between identification and group cohesiveness and between identification and task interdependence. Brown's data confirmed the relationship between identification and group cohesiveness and between identification and task interdependence. The relationship between identification and group cohesiveness, while in the predicted direction, was not significant.

The Hall et.al. (1970) study was a study of the personal dynamics of organizational identification in the U.S. Forest Service. This study provided support for the Katz and Kahn (1966) contention that identification would increase as a function of tenure and hierarchical position. In addition the Hall et.al. study found that identification was related to intrinsic need satisfaction - specifically the satisfaction of needs for autonomy and self-fulfillment. Due to the specialized nature of the sample, one must be wary of over generalization when interpreting the results of the Hall et.al. study.

An important point to note at this time is that measures of this process have been Likert-type items. Specifically Brown (1969) used a measure Patchen (1965) developed. Barret (1970) argues that it was necessary to combine the scores on his two items through a transformation to avoid measuring mere compatibility of goals (cf. Barret, 1970, pp. 135-136 for the specific transformation employed).

Whether the process is called integration, internalization, or identification the result of the process is an increase in the amount of congruency at a particular time, in a particular situation. Despite the relative importance attached to congruency by some authors (Argyris 1957;1964) very little research has focused exclusively on this variable.

In 1957 Argyris proposed a series of ten postulates concerning the lack of compatibility between an individual's goals and organizational objectives. The most significant of these postulates is the first which states that there is a large amount of incongruency in most situations. Farris (1962), on a sample of scientists, and Kornhauser (1965), on a sample of blue-collar industrial workers provide support for this proposition. This result of Kornhauser's study was actually incidental to the study which focused on job complexity and its relation to mental health.

The study by Farris (1962), which was part of a larger project by Pelz and Andrews (1966), also investigated two other propositions of Argyris (1957) which concern the

relation of this incongruency to disturbance, frustration, failure, short time perspective, and risk taking, and the relation between congruency and job level. In addition Farris investigated the relation between congruency and performance, and whether or not different patterns of congruency emerged for different subgroups with his sample.

Unlike the studies cited above which focused on the process of increasing congruency, Farris (1962) and Pelz and Andrews (1966) used difference scores to measure the major variable. Such an approach is consistent with the conception of congruency as a psychological state of being.

Farris found general support for the propositions tested. He also found a positive correlation between measures of congruency and judgements of job performance and usefulness to the organization. When he divided his sample into subgroups, Farris found stronger relationships for non-doctoral scientists, development departments, and co-ordinated departments. Farris suggests that this difference might be due to the fact that scientists in these situations may be more dependent on their organization for satisfaction of their needs. This result does suggest that individuals occupying different types of jobs may report different amounts of congruency.

The Pelz and Andrews (1966) study contains a more detailed analysis of the relationship between congruency and performance than does the earlier report by Farris. Their results indicate that individuals who expressed a high degree

of congruency produced many reports. However, scientists who reported only moderate congruency produced more papers (which the authors designate as work of greater scientific value and of greater usefulness to the organization). The authors conclude that a mild degree of stress is stimulating, as was suggested by Argyris (1964). The relationship between congruency and performance has yet to be investigated in an industrial setting.

This study was designed to investigate the relationship between congruency and other variables within an industrial setting. Three important points about this study should be mentioned. First, the study focused on levels of congruency - the degree of compatibility between an individual's goals and the objectives of his organization at a particular time. As a consequence the process of increasing congruency and the relationship between this process and other variables was not investigated. Second, the sample for the study consisted of individuals employed in a manufacturing industry. Farris (1962) and Pelz and Andrews (1966) studied the same sample consisting of scientists employed in a research and development organization. Third, due to the lack of research focusing on congruency, much of this study is exploratory in nature. Specifically, while not hypothesizing a linear or a curvilinear relation, the study examined the relation between congruency and productivity. The study also explored the relationship between congruency and job satisfaction as well as whether there were any differences in the amount of congruency

reported by individuals occupying different types of jobs.

METHODS

Data Collection Procedures

With the exception of the productivity data, the measurement of all the variables in this study was based on the responses to a questionnaire administered to employees of a medium sized manufacturing organization. The data were collected in the summer of 1968 as part of a larger project involving six organizations which are members of the Midwest Scanlon Associates. That survey was conducted by research teams from the Department of Psychology at Michigan State University. A detailed description of the exact data collection procedures is contained in a recent report by Ruh (1970).

To supplement that data performance data were collected for a five month period extending from January 1, 1970 to May 23, 1970.

Research Site and Subjects

The organization selected for this study was the largest organization that participated in the 1968 survey with approximately 3,000 employees. It is located in Michigan and has 14 separate plants.

With respect to management philosophy, the organization is a juxtaposition of two somewhat antagonistic systems. On the one hand, the organization employs the Scanlon Plan (Lesieur, 1958). On the other hand the organization has

used and is using compensation systems that are contrary to the tenets of the Scanlon Plan. In 1968 most of the production employees were paid on a piece rate basis. In 1970 the company introduced a measured day rate system of compensation.

Of the two factories from which performance data were collected, Factory X is located in the same city as the corporate headquarters while Factory Y is located 40 miles away. The return rate of the 1968 questionnaires for Factory X was .650 and for Factory Y was .606. The return rate for the total organization was .670.

In this study, any subject who failed to answer more than one-fourth of the questions that constitute any of the variables was eliminated when analyzing these variables. The resulting overall N was 1442, which is 82% of the questionnaires returned. There were performance data for 198 of these Ss.

Measurement of the Variables

Congruency: It was mentioned above that one difference between studies focusing on the process of increasing congruency (Brown, 1969; Hall et.al., 1970) and studies focusing on the psychological state of being or the result of that process (Farris, 1962; Pelz and Andrews, 1966) is a methodological difference. The Brown and Hall et.al. studies employed Likert-type items as the measure of identification, while Farris and Pelz and Andrews utilized difference scores

as the measure of congruency. In particular they asked each S to rate the importance of a particular need and then to rate how adequately the organization provided means to satisfy this need.

The 1968 survey included a section where each S rated on a Likert-type scale the importance to him of sixteen job-related goals, and a section where he rated how important he thought these same goals were to his company. Differences between an individual's rating on particular goals for himself and his rating for his company were squared. The average of these squared difference scores yielded the measure of congruency. The specific goal importance items are included in Appendix A. Coefficient alpha (Cronbach, 1961) for the measure of congruency was .75.

Several factors should be noted about this measure of congruency. Conceptually, congruency refers to the degree of perceived communality between the goals important to an individual and the extent to which the organization provides opportunities to realize these goals. It seems reasonable to assume that the organization will provide opportunities to realize goals which it believes are important. Obtaining a measure of the importance of various goals to the organization, then, is at worst an indirect measure of the opportunities that exist within the organization for an individual to realize his own goals.

Finally, the difference scores were squared to facilitate interpretations of the scale. Earlier analyses

involving the unsquared scores were difficult to interpret because the underlying scale was not unidimensional. Rather, two conditions existed: some individuals perceived the organization as not providing enough opportunities to realize their goals while other individuals perceived the organization as "overproviding" opportunities. This study assumes that the two conditions are psychologically the same in that they both indicate a lack of congruency. Consequently the individual difference scores were squared and the average of these squares functioned as the measure of congruency.

Job Satisfaction: The 1968 survey included two Likert-type items which functioned as the measure of job satisfaction. The two items were designed to measure the degree of overall positive affect which the individual feels for his job situation (Ruh, 1970). Thus the measure was not as specific as other measures of job satisfaction (cf. Smith et.al., 1969). The specific items are included in Appendix A. Coefficient alpha for this measure of job satisfaction was .82.

Productivity: The measured day rate system employed by this company requires that the plants keep weekly records of an individual's percent of standard produced. This percent is calculated for an individual's primary job and for his total performance and takes into account machine down time and other work stoppages which are not the individual's fault. The measure of productivity was the average during the above mentioned 20 week period (adjusted for vacations,

sick leave, and other absences) of an individual's performance rating (or percent of standard) on his primary job.

Line and Staff: The line and staff classification may be a misnomer in that the dichotomization was not based on types of authority as is traditional (Blau and Scott, 1962). Rather the dichotomy was based on the type of work an individual performed, and how his job related to the overall production. If an individual's job was directly connected with the production process his job was classified as a line type job. All other jobs (of those which could be identified) were classified as staff type jobs. For example, all jobs in the manufacturing plants with the exception of "maintenance", "mechanic", or "clerical" were classified as line jobs. All jobs in the warehousing facilities were classified as staff jobs since these people were not directly involved in the production process. In all plants industrial engineers were classified as having line jobs. This dichotomy resulted in 964 individuals classified as having line-type jobs and 282 as having staff-type jobs. The remaining 202 ss could not be classified, primarily because they failed to answer that questionnaire item.

Data Analysis

Farris (1962) reported a linear relationship between congruency and performance, while Pelz and Andrews (1966) reported a curvilinear relationship. Since there is no reason to favor one finding over the other, this study utilized two analyses to investigate the relationship between

congruency and productivity. First, the simple correlation coefficient between the two variables was calculated. Second, the Eta coefficient between the two variables was calculated. To calculate Eta, Ss were divided into three categories of congruency:

<u>Category</u>	<u>Range</u>	<u>N</u>
High	0.00-1.99	73
Medium	2.00-3.99	73
Low	4.00-16.00	52

This trichotomy yielded comparable N's in each category and permitted later psychological interpretations of data.

To test for differences in the amount of congruency reported by individuals occupying line jobs and individuals occupying staff jobs, a simple two-tailed t test was calculated. There is no evidence in the literature that would justify a specific prediction at this point.

To investigate the relationship between congruency and job satisfaction, the correlation coefficient between these two variables was calculated. Furthermore, if Argyris is correct theoretically in implying that congruency is a necessary but not sufficient condition for job satisfaction, there may be a positive relationship between the amount of congruency reported and the variance in the amount of job satisfaction reported. To investigate this relationship the correlation coefficient between levels of congruency and the variance in the amount of congruency and the variance in the amount of job satisfaction reported at each level was calculated.

RESULTS

Table 1 presents the means and standard deviations for the variables included in this study. It is important to note that the means reported in Table 1 cannot be directly compared. Each of the variables was calculated on a different type of scale as was mentioned earlier. Because of the nature of the congruency measure, a mean of 0.00 would indicate maximum congruency while a mean of 16.00 would indicate maximum incongruency. The distribution of means actually ranged from 0.00 to 15.50. Nine Ss reported that they were perfectly congruent with their organization and only one S reported that he and the organization were extremely incongruent. Only twelve Ss reported a mean congruency greater than 7.50 (which theoretically might be construed as approximately the midpoint of the scale). The median score fell in the range from 2.00 to 2.25. Approximately 65% of the sample (937 Ss) reported a mean score between 0.00 and 2.99. Thus, although 2.59 is significantly different from 0.00, it seems reasonable to conclude that this sample did not express a great deal of incongruency. This data is summarized in Tables 2 and 6.

Tables 3 and 4 and Figure 1 present data relevant to the relationship between congruency and productivity. None of the statistics presented in Tables 3 or 4 are significant. Figure 1 represents a graph of the relationship between the two variables. Individual comparisons between the

TABLE 1

Means and Standard Deviations for the
Measures of Congruency, Job Satisfaction,
and Productivity

Variable	Mean	S.D.	N
Congruency	2.59	1.74	1442
Job Satisfaction	3.33	1.05	1442
Productivity	107.05	17.97	198

TABLE 2

Summary of the Distribution of
Mean Congruency within the Sample

\bar{X}	N
0.00-2.00	937
0.00	9
2.00-2.25	728
7.50-15.50	12
15.50	1

TABLE 3
Correlation and Eta Coefficients Between
Congruency and Productivity

Congruency	r	Eta
	0.09	0.06

Productivity

N=198

TABLE 4
Summary of Analysis of Variance for the
Relationship Between Congruency
and Productivity

Source	df	MS	F
Congruency	2	115.20	.35
Error	195	326.76	
Total	197		

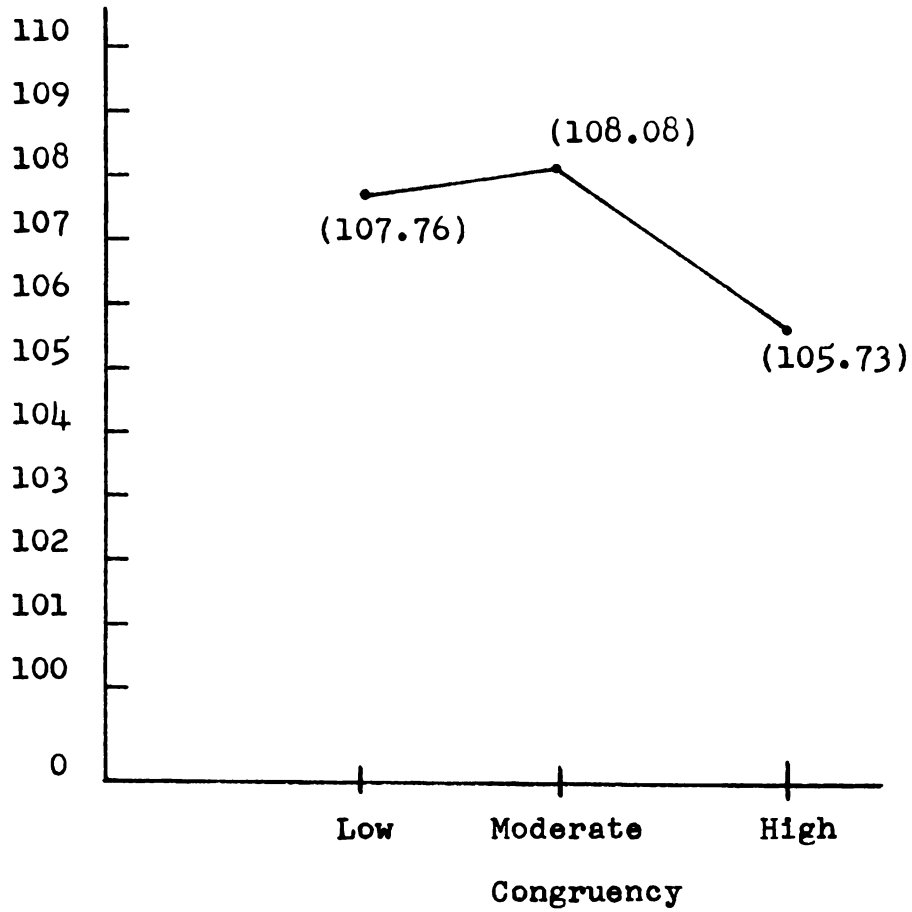


Figure 1
The Relationship Between
Congruency and Productivity

productivity means for the high, moderate, and low categories of congruency also failed to yield any significant results. However, despite this total lack of any significant relationships, Figure 1 is interesting because it does mirror the data reported by Pelz and Andrews (1966). In the Pelz and Andrews data, however, there were significant relationships and the relative values of the productivity means for the "high" and the "low" groups were opposite what they are here.

The results presented in Table 5 indicate that there is no significant difference in the amount of congruency reported by individuals occupying line or staff jobs. It is important to note that job level was not controlled in this analysis. Argyris (1957;1964) suggested that there would be a negative relationship between congruency and job level. Because of the nature of the classification, the probability is quite high that many Ss in the line sample are from the lower levels of the hierarchy.

TABLE 5
Mean Congruency for line and Staff Individuals

	Mean	S.D.	N*	t
Line	2.63	1.72	964	1.05 NS
Staff	2.43	1.57	282	

* 202 Ss could not be classified

The correlation between congruency and job satisfaction was -0.31 , which is highly significant. (The negative relationship was due to the scoring of the variables. Maximum congruency was indicated by a score of 0.00 and maximum job satisfaction was indicated by a score of 5.00). Because the nature of the two measures was so different very little of this relationship can be attributed to some sort of response set or overall affect towards a particular type of scale which are common criticisms levelled at relationships calculated between questionnaire items.

Table 6 presents the data used to analyze the extension of this hypothesis based on the "necessary but not sufficient" implication. The table presents the levels of congruency, the interval each level includes, the number of Ss per level, and the amount of variance in job satisfaction reported at each level. Theoretically there could have been 64 levels. In fact, only 6 levels above level 30 included any Ss at all and the maximum number of Ss in any of these 6 levels was three. Consequently, the analysis involved only 30 levels.

The correlation between the levels of congruency and the amount of variance in job satisfaction reported at each level was $+0.40$ which is significant ($p < .05$, $df = 28$). This correlation suggests that as congruency increases (i.e. moves from level 30 to level 1), the amount of variance in job satisfaction reported at each level decreases. As Ss become more congruent, as a group they are becoming more

TABLE 6
 Variance in the amount of Job Satisfaction
 reported for levels of Congruency

Level	Interval	N	Variance in Job Satisfaction
1	0.00-0.25	30	1.17
2	0.26-0.50	62	0.76
3	0.51-0.75	79	0.97
4	0.76-0.99	59	1.14
5	1.00-1.25	117	0.97
6	1.26-1.50	98	0.91
7	1.51-1.75	103	0.89
8	1.76-1.99	72	0.79
9	2.00-2.25	108	0.83
10	2.26-2.50	64	0.70
11	2.51-2.75	75	1.02
12	2.76-2.99	60	1.25
13	3.00-3.25	80	0.80
14	3.26-3.50	63	1.16
15	3.51-3.75	63	1.10
16	3.76-3.99	30	0.84
17	4.00-4.25	56	0.92
18	4.26-4.50	45	1.08
19	4.51-4.75	38	1.08
20	4.76-4.99	16	1.21
21	5.00-5.25	27	1.39
22	5.26-5.50	20	2.43
23	5.51-5.75	8	1.21
24	5.76-5.99	8	2.47
25	6.00-6.25	13	0.72
26	6.26-6.50	11	0.84
27	6.51-6.75	2	0.50
28	6.76-6.99	5	2.20
29	7.00-7.25	9	1.63
30	7.26-7.50	5	1.07

consistent in at least one other job attitude. At the same time as each Ss is becoming more congruent, he is feeling more positively toward his total job situation.

It should be noted that this relationship between levels of congruency and variance in the amount of job satisfaction reported at each level is not consistent with the "necessary but not sufficient" implication. Such an implication predicts an opposite relationshipk i.e. as congruency increases the amount of variance in job satisfaction reported would also increase. This prediction results from the assumption that individuals at low levels of congruency should report little, if any, job satisfaction. Individuals at higher levels of congruency would have no restrictions on the amount of job satisfaction they report.

DISCUSSION

Summary of Results

1. There was no relationship between congruency and productivity. The data did mirror the data reported by Pelz and Andrews (1966).
2. There was no difference in the amount of congruency reported by individuals occupying line or staff type jobs.
3. As congruency increased, job satisfaction increased, and the variance in the amount of job satisfaction reported decreased.

Limitations

There are several considerations about this study which must be recognized before any interpretations or conclusions are justified. First, there were not complete data for every individual in this study. This, however, is not viewed as a serious limitation. It is unlikely that the lack of significant results can be attributed to the reliability of the measure of congruency. The alpha coefficient (.75) for this measure is quite adequate for research purposes.

An additional limitation results from the almost two-year lag between the original survey and the collection of the productivity data. In itself, the time lag would probably have very little effect on the results. However,

during this two-year period the organization underwent a major change moving from piece rates to measured day rates. Furthermore, the two plants from which the productivity data were collected had not been on measured day rates the same length of time. The same five month period was chosen for both plants, however, due to the availability of records. Consequently the samples from the two plants may not be homogeneous and it might not have been legitimate to combine the data.

Finally, there is the problem of control. Many variables, such as job level and tenure, should have been controlled or held constant but were not. Actually this is a limitation only in the sense that these variables may have obscured or confounded some of the relationships investigated.

Conclusions

Unfortunately, the results of this study do not yield any substantive answers to the questions investigated. Consequently, it is difficult to develop forceful statements about the nature and function of congruency within an organizational settings. Nevertheless the concept is still believed to be important and worthy of further research. In view of the increasing number of companies declaring bankruptcy in the face of the pressure of increased wages and expensive fringe benefits and the competition of foreign imports, the concept of congruency between the goals of the

individual and organizational objectives would seem to be a major industrial concern. Following Argyris' (1957;1964) contention that an alienated worker may be a very productive worker, but he will be a productive worker at a high cost to the organization, it would appear that the cost of this incongruity is becoming exorbitant and survival is threatened. This contention has been recognized at managerial levels and programs have been developed to reduce this alienation at these levels.

The central procedure in one well-known program, Management By Objectives (Drucker, 1954), revolves around a mutual evaluation and goal-setting session involving an individual and his superior. The result of this session is a set of objectives which, while derived from the goals of the organization takes into account the abilities, needs, and expectations of the individual. In other words, some degree of congruency is established between an individual and his organization. Unfortunately typical M.B.O. programs are designed for and utilized at managerial levels.

A program which is analogous to M.B.O. programs but functions in the total organization rather than just in dyadic relationships within the organization is the Scanlon Plan (Lesieur, 1958). Many prominent organizational theorists and researchers (Argyris, 1964; McGregor, 1960; and Katz and Kahn, 1966) assert that the Scanlon Plan is one managerial and organizational philosophy that facilitates the integration of an individual's goals and his organization's goals.

This is particularly significant because unlike the Kornhauser (1965) and the Farris (1962) studies, this study did not find a great amount of incongruency expressed by the sample, and the sample was drawn from an organization which employs the Scanlon Plan. It appears to this author that the most valuable research in this area would be comparative studies designed to validate the efficacy of the Scanlon Plan. Specifically such studies should be designed to uncover what conditions must exist within an organization to facilitate the development of congruency. Such studies would be most valuable if they are accompanied by methodological improvements in studies designed to crystallize theoretical formulations. Once the theories are clarified and the conditions isolated the logical extension of the research would be studies investigating specific relationships between congruency and other organizational variables.

Some specific relationships that merit investigation have been implied above. The relationship between congruency and job level; the relationship between congruency and turnover; the relationship between congruency and demographic variables such as sex, education, etc. Furthermore, it seems reasonable that few, if any, of the relationships cited above will be simple relationships, and one could expect a number of interactions.

Finally, it would be valuable to investigate the concurrent relationship between congruency and productivity and to investigate this relationship at managerial levels.

This study did not statistically support the Pelz and Andrews (1966) result that the greatest performance occurred at moderate levels of congruency. In a sense the score is tied on this issue and further studies are needed to break this tie. If the result of these studies support the Pelz and Andrews result the next question is why. What is it about moderate levels of congruency (or mildly stressful situations) that seems to be motivating?

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APPENDIX

APPENDIX A

Job Attitude Measures

Measure of Congruency

The numbers following each statement refer to the questionnaire in the form of Company Goals-Personal Goals. The Company Goals' section preceded each statement with "How important to your company is:". The Personal Goals' section preceded each statement with "How important to you is:".

1. A feeling that the work you are doing is important
(153-93)
2. Being recognized and appreciated for doing good work
(146-87)
3. Having responsibility on your job
(145-89)
4. Turning out high quality work
(164-91)
5. Having good chances for promotion
(159-85)
6. Being able to decide how to do your job
(156-92)
7. A sense of achievement in the work you are doing
(163-95)
8. Being able to learn new skills and gain experience
on your job
(155-94)
9. Having a challenging job
(162-74)
10. Being trusted by the people you work with
(143-77)
11. Being liked by the people you work with
(157-84)
12. Working under good (safe, clean, pleasant) conditions
(161-83)

APPENDIX A (CONCLUDED)

Measure of Congruency (concluded)

13. Receiving fair pay
(144-78)
14. Having a supervisor who really knows his job
(147-73)
15. Steady work and steady wages
(152-81)
16. Having relations of trust and confidence between
superior and subordinates
(149-75)

Measure of Job Satisfaction

The number following each statement refers to the questionnaire.

1. How much do you actually enjoy performing the day-to-day activities that make up your job? (58)
2. How much do you look forward to coming to work each day? (68)

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