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Work Satisfaction and Sociopersonal Outlook of Workers in a Nigerian Manufacturing Plant

Godwin A. Ugal

A sample of 84 skilled and unskilled industrial workers was studied to find the relationship between work related satisfaction and socio-personal outlook. The findings revealed that misanthropy was inversely related while conservatism was positively related to work related satisfaction. Skilled and unskilled workers did not differ significantly in terms of work related satisfaction.

INTRODUCTION

Researches conducted in the last few decades, have indicated that participation of workers in the various work and decision making processes increases their work apathy (Blumberg, 1968; Metha, 1976). In one of the studies, Ganguli (1955) reported that group participation is an effective method to improve the workers' misunderstanding between the levels of personnel.

The present study aims to study the relationship between work related satisfaction and sociopersonal outlook of the skilled and unskilled workers in a Nigeria cement manufacturing plant (CALCEMCO). The concepts of work related satisfaction is based on a Herzberg's (1959) two factor theory. The two factors are intrinsic factors called "Motivators" and extrinsic factors called "Hygiene" factors. The factors inherent in work related satisfaction as measured in the present study are:

- (1) Influence and autonomy;
- (2) Work amenities;
- (3) Truth and support;
- (4) Intrinsic job satisfaction;
- (5) Supervisory behaviour, and
- (6) Relation with peers.

Out of these, the "Motivators" are factors of the intrinsic job satisfaction, and to a relatively lesser degree, influence and autonomy, while the "Hygiene" factors are supervisory behaviour, work amenities, trust and support and relation with peers.

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Sociopersonal outlook as examined in the present study, is an attitude which **an individual develops** in regard to himself and the society he lives in as a direct **outcome of his personality traits** in interaction with the social environment. The **major personality form** under investigation here is the "authoritarian personality" (Adorno et al, 1950) and its interaction with social stimuli.

Sociopersonal outlook includes:

- (1) Misanthropy, i.e lack of faith in people and in the society as a whole;
- (2) Dogmatism, i.e faith in religion and the supreme power;
- (3) Conservative social outlook;
- (4) Normlessness, i.e. the rejection of socially established norms;
- (5) Powerlessness, which is a sense of expectancy or probability that one's own behaviour cannot determine the occurrence of the outcome in other words, belief in fate.

The dimension of work related satisfaction and sociopersonal outlook have also been related to the various background variables as age, education, salary and occupation.

METHOD

SAMPLE

The sample consist of 84 skilled and unskilled male workers taken from Calabar Cement Manufacturing factory. Their age range from 25-50 years, education from primary or below primary at times to secondary four level, and salary range from N3,000 to N12,000 per month.

TOOLS

Work related satisfaction questionnaire developed by Metha (1976) were used. Both the scales were reliable and valid.

PROCEDURE

The subjects were called individually in the office of the personnel officer of the organization. They were asked to fill in information regarding their age, salary, occupation, etc. All related demographic data were collected. They were assured that their responses will be kept confidential. The two questionnaires were administered. Testing took approximately 30 to 40 minutes with each worker.

RESULTS

Percent distribution of the total samples was obtained in three categories of work related satisfaction: satisfied, neither satisfied nor satisfied, and dissatisfied. Results are presented in Table 1

Table 1: Percent Distribution of the Total Sample (N=84) with Regard to the Degree of Work Related Satisfaction.

Dimensions of Work Related Satisfaction	Satisfied	Neither Satisfied Nor Dissatisfaction	Dissatisfied
Influence and Autonomy	65.0	27.2	7.8
Work Amenities	39.4	33.4	27.2
Trust and Support	52.0	32.9	15.1
Intrinsic Job Satisfaction	16.7	45.5	37.8
Supervisory Behaviour	71.0	24.3	4.7
Relation with Peers	63.1	33.3	3.6
Overall work Related Satisfaction	52.2	32.7	16.1

Table 1 shows that half the workers were satisfied, one third neither satisfied nor dissatisfied, while one sixth of the total sample was dissatisfied. As compared to the other dimensions of work related satisfaction, the highest satisfaction was for supervisory behaviour while the workers were most dissatisfied with respect to intrinsic job satisfaction.

Intercorrelations among the six measures of work related satisfaction are presented in Table 2.

Table 2: Intercorrelations Among Six Measures of Work Satisfaction

Dimensions of work Related Satisfaction	Influence & Autonomy	Work Amenities	Trust and Support	JobSatisfaction	Supervisory Behaviour
Work Amenities	.51**				
Trust and Support	.66**	.51**			
Intrinsic Job Satisfaction	.38**	.40**	.34**		
Supervisory Behaviour	.85**	.58**	.75**	.31**	
Relation with Peers	.63**	.51**	.64**	.31**	.57**

All the dimension of works related satisfaction were found to be significantly correlated with each other as shown in Table 2.

Percent distribution of the workers with regard to their sociopersonal outlooks is shown in table 3.

TABLE 3: Percent Distribution of the Total Sample (N=84) with Regard to Sociopersonal Outlook

Dimensions of Sociopersonal Outlook	Degree of Sociopersonal Outlook				
	Very High	High	Average	Low	Very low
Misonthropy	22.2	16.2	7.4	19.8	34.4
Dogmatism	48.6	21.2	6.4	18.2	5.6
Powerlessness	48.8	28.2	2.0	16.3	4.7
Normlessness	32.5	42.2	4.4	15.2	5.7
Conservatism	46.1	24.6	10.8	15.0	3.5
Overall Sociopersonal Outlook	35.5	24.6	6.3	17.9	15.7

Table 3 indicates that on the whole 60% of the workers hold a high sociopersonal outlook, meaning thereby that most of these workers were dogmatic and conservative and suffered from a sense of powerlessness and normlessness. However, they did not seem to lack faith in people and in society in general.

Table 4: Intercorrelations Among the Dimensions of Sociopersonal Outlook.

Dimensions of Sociopersonal Outlook	Misanthropy	Dogmatism	Powerlessness	Normlessness
Dogmatism	-.01			
Powerlessness	.35**	.48**		
Normlessness	.17**	.13	.38**	
Conservatism	-.64**	.06	.16**	-.02

*P < .05; **P < .01; df = 82

Intercorrelations among the various dimensions of sociopersonal outlook are presented in Table 4. Powerlessness was found to be positively related to misanthropy and dogmatism while Misanthropy was inversely related to conservatism.

TABLE 5: Correlation Between Work Related Satisfaction and Sociopersonal Outlook

Dimensions of Personal Outlook	Dimensions of Work Related Satisfaction					
	Influence & Autonomy	Work Amenities	Trust and Support	Job Satisfaction	Supervisory Behaviour	Relation with Peers
Misanthropy	-.40**	-.50**	-.54**	-.38**	-.52**	-.35**
Dogmatis	.03	.34**	.21**	.08	.13	.15
Powerlessness	-.09	.13	-.12	.03	-.22*	.12
Normlessness	-.19*	.26	-.18	-.03	-.16*	-.08
Conservatism	.39***	.36**	.47	.27**	.42**	.38**

*P < .05; **P < .01; df = 82

To what extent work related satisfaction is related to Sociopersonal outlook of the workers is shown in Table 5.

Table 5 shows that misanthropy is inversely related to all the dimensions of work related satisfaction, meaning that there is a possibility that work related satisfaction would promote greater faith in people. Dogmatism, Misanthropy and Conservatism are all well established indicators of authoritarian personality (Adorno et al., 1950). However, the present findings did not show any clear-cut relationship between dogmatism and work related satisfaction. Contrary to expectation, conservatism was found to be positively correlated with work related satisfaction.

Work Related Satisfaction And Background Variables

A chi square analysis of the data was carried out to study the relationship between work related satisfaction and some of the background variables such as ; age, education, salary and occupation. Work related satisfaction was found to increase significantly with age ($X^2 = 14.68$, $df = 3$, $p > .01$). Higher education, however had no bearing upon the degree of work related satisfaction. But salary played a very important role. Those with higher salaries (N=8,000.00 and above) showed significantly greater work related satisfaction ($X^2 = 10.08$, $df = 3$, $p > .05$) than those with lower salaries less than N3,000.00). In terms of occupation, workers belonged to the groups skilled and unskilled workers were not found to be differing significantly.

SOCIOPERSONAL OUTLOOK AND BACKGROUND VARIABLES

Sociopersonal outlook of the workers was found to be varying significantly with age. A significantly greater percentage of workers who were about 45 years of age, held more dogmatic and conservative outlook than those below 30 years ($X^2 = 14.73$, $df = 3$, $P > .01$). Similarly, those with lower educational level were found to be more dogmatic and conservative ($X^2 = 10.19$, $df = 2$, $P > .01$) than those with higher salaries was significantly better than those with lower salaries ($X^2 = 7.71$, $df = 1$, $P > .01$).

Finally, unskilled workers were found to be more dogmatic, conservative and misanthropic in their activities than skilled workers ($X^2 = 7.71$, $df = 1$, $P > .01$).

DISCUSSION

The findings of the present study indicated that approximately half of the workers of the industrial plant under study were satisfied with their work. The industrial workers had not observed any major strikes during the last few years and their job mobility was also considerably low. The dimensions of work related satisfaction were found to be interrelated indicating that effective worker participation by promoting satisfactory interpersonal relationships and a pattern of influence and autonomy might also promote work related satisfaction (Metha, 1970).

An analysis of the sociopersonal outlook of the workers revealed that powerlessness, dogmatism and conservatism was very high among the workers. A worker who himself feels so powerless in the sense of all materialistic resources may have a blind faith in supreme power. This is especially so in Nigeria where people by large are conservative.

The interrelationship between the dimensions of work related satisfaction and those of sociopersonal outlook revealed some interesting findings. A person who has a lack of faith in people is less likely to be satisfied with work amenities, supervisory behaviour, peer relationship etc. Moreover, a dogmatic person who has faith in a religion and in supreme power, is probably more likely to be satisfied with the present working conditions. Powerlessness was found to be inversely related to supervisory behaviour. A respectful, helpful and unbiased supervisor can greatly reduce the sense of worker powerlessness.

Furthermore, an inverse significant relationship obtained between normlessness and influence and autonomy, trust and supervisory behaviour reveals that by an effective participative management, the worker would be less defiant and is more likely to adhere to group norms. Lastly, a significant positive correlation between conservatism and work related satisfaction may be interpreted as the more conservative the worker, the greater is the satisfaction he achieves from his work.

The worker is more likely to be satisfied with his limited amount of influence and autonomy, present work amenities, by the supervisory behaviour etc, than the worker who has progressive outlook.

In addition, the results revealed that the worker related satisfaction increased with age. This may be due to a significant increase in wage level up to later stage and development of a sense of security by that time. Also, there are no job alternatives at older age levels. A younger worker, because of his greater number of needs, wants more work amenities and thus feels dissatisfied. Level of education had no effect on work related satisfaction. Ash (1954) in his study on industrial employee also failed to find any difference in degree of satisfaction due to education. However, studies by Kapoor (1967) and Rao (1970) showed a significant positive relationship between education and job satisfaction.

Work related satisfaction was significantly greater in case of workers with higher salaries than those with lower salaries. This finding is in accordance with earlier findings by Bose (1951) and Kapoor (1977). No significant difference in the work related satisfaction of skilled and unskilled workers was obtained in the present study.

Sociopersonal outlook was also found to be influenced by age, education, salary and occupation. Older workers were found to be more dogmatic and conservative than young workers. Education and salary had also modified their sociopersonal outlook enabling them to be more rational. Finally, skilled workers had more progressive outlook than unskilled workers.

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