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## A STUDY ON THE ASSOCIATION BETWEEN SELF-MONITORING AND CONTEXTUAL PERFORMANCE WITH SPECIFIC REFERENCE TO MADURA MICROFINANCE LIMITED

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### ***Abstract:***

*Self-monitoring is a way in which individuals monitor themselves. It plays a significant role in the performance of an individual. The work performances of people in an organization contribute to the social and psychological aspect of the organisation and are a vital component of task performance. The researcher proposes to identify the association between self-monitoring and contextual performance at Madura Microfinance Ltd. The present study demonstrates that experience is the major factor which is related to both self-monitoring and contextual performance. It was also found that there is an association between self-monitoring and contextual performance.*

***Keywords: Self-Monitoring, Contextual Performance, Task Performance, Experience.***

### **Introduction**

Human beings generally differ in substantial ways in their abilities and desires to engage in expressive controls and one such method of control is self-monitoring. The concept of self-monitoring was introduced during the 1970s by Mark Snyder. It reveals the way people monitor themselves, their self-presentations, expressive behaviour, and nonverbal affective displays. Self-Monitoring is a personality trait that refers to an ability to regulate behaviour and accommodate to social situations. People concerned with their expressive self-presentation tend to closely monitor their audience in order to ensure appropriate or desired public appearances. Self-monitors try to understand how individuals and groups will perceive their actions. Some

personality types commonly act spontaneously and others are more apt to purposely control and consciously adjust their behaviour.

### Types of Self-Monitors

Self-Monitors shall be classified into two: Low Self-Monitors and High Self-Monitors.

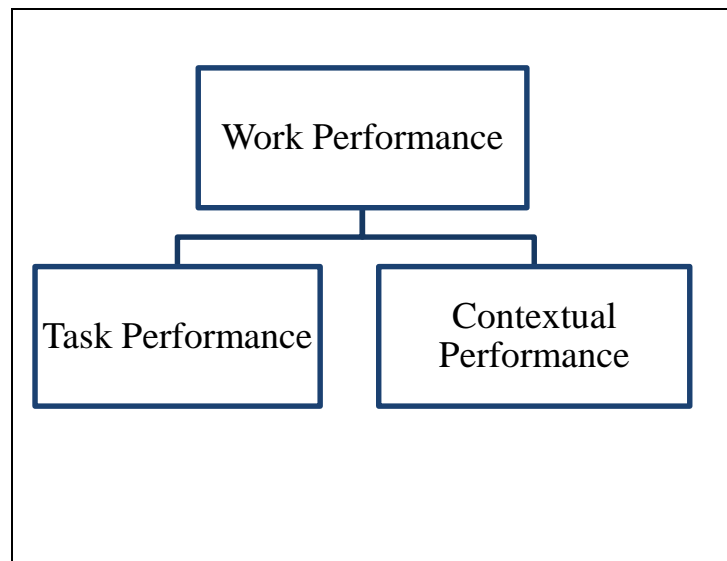
- ✓ Low Self-Monitors- They are individuals who act to a certain situation immediately and possess no control upon themselves. Low self-monitors tend to exhibit expressive controls with their own internal state; i.e. beliefs, attitudes and dispositions regardless of social circumstances. They are often less observant of social context and consider expressing a self-presentation dissimilar from their internal states as a falsehood and undesirable. People who are unwilling to self-monitor and adjust their behaviour accordingly are often aggressive, uncompromising, and insistent with others. This may make them more prone to condemnation, rejection, and the possible consequent sayings of anger, anxiety, guilt, low self-concept, isolation, and depression. Even the occasional indiscretion can make social situations awkward and could result in the loss of a friend, co-worker, client, or even job. Individuals who are willing to adjust their behaviour will often find that others are more receptive, pleasant, and benevolent towards them. These sorts of people often search for people having similar attitude and like to have a company with them only.
- ✓ High Self-Monitors- They are individuals who act to a certain situation after thinking and analyzing it by consciously adjusting their behavior, thus purposely controlling themselves. Individuals who closely monitor themselves are categorized as high self-monitors. They often behave in a manner that is highly responsive to social cues and their situational context. High self-monitors can be thought of as social pragmatists who project images in an attempt to impress others and receive positive feedback. In comparison to low self-monitors, high self-monitors participate in more expressive control and have concern for situational appropriateness. As these individuals are willing to adjust their behaviour, others may perceive them to be more receptive, pleasant, and benevolent towards them. High self-monitors search for people who perform similar tasks as them.

## Work Performance

Work performance is one of the most important dependent variable in Work and Organizational Psychology. It is increasingly important to expand the scope of performance appraisal to all behaviours that have an impact on organizational outcomes, including task-specific and discretionary work behaviours.

During the last two decades, an important distinction has been established between the two types of Work Performances: Task Performance and Contextual Performance.

**Fig. 1.1: Showing the Types of Work Performances**



### A. Task Performance

Task Performance is a working process which occurs when an assigned person (or a workgroup of persons) effectuates a task's plan. This refers to a manner in which they realize the work which was projected for a task. Since there is a task attributed with the main elements of its plan. It becomes vital to appoint the right performers who are able to undertake the practical work.

## **B. Contextual Performance**

Contextual performance has been found to be related to overall employee job performance. A significant portion of supervisor ratings can be accounted for by not just task performance, but contextual performance also. Other organizational outcomes such as employee turnover have been found to be related to contextual performance.

Employees displaying more contextual performance behaviours were less likely to turnover than those engaging in less contextual performance behaviours. While also touted as a predictor of contextual performance, organizational commitment has been found to be an outcome of contextual performance. The facet of interpersonal facilitation significantly predicts organizational commitment.

Research generally supports that contextual performance does indeed relate to overall organization performance as measured by quality, quantity, financial measures, and customer service measures.

### **Objectives of the Study**

- To identify the levels of self-monitoring among the respondents.
- To identify the levels of contextual performance of the respondents.
- To identify whether there exists any significant association between the work experience of the respondents and their levels of self-monitoring.
- To identify whether there exists any significant difference between the respondents belonging to various work experience and their scores on contextual performance.
- To identify whether there exists any significant relationship between self-monitoring and contextual performance.

### **Microfinance Industry**

The microfinance industry has seen tremendous growth over the past few years. It has witnessed a rapid evolution, thus regulating product pricing and protection of customer interest. Today, with over 45 million end clients with a loan outstanding of over Rs. 11 lakh crore across India, employing over 1,20,000 people and spreading into 10,000 branches in 28 states. It is a

key force for financial inclusion in the country. However, this level of progress is still lower than 25% of the demand across India and indicates the future potential for growth.

**Fig. 1.2: Showing the Significance of Micro-Finance Industry**



### **Hypotheses of the Study**

To obtain the results for the objectives of the study the Hypotheses were formulated. Some of them are:

1.  $H_{01}$  - There is no significant association between Experience of the Respondents and their level of Self-monitoring.
2.  $H_{02}$  - There is no significant difference between Employees belonging to various groups on the basis of their Experience of the Respondents and their scores on Contextual Performance.

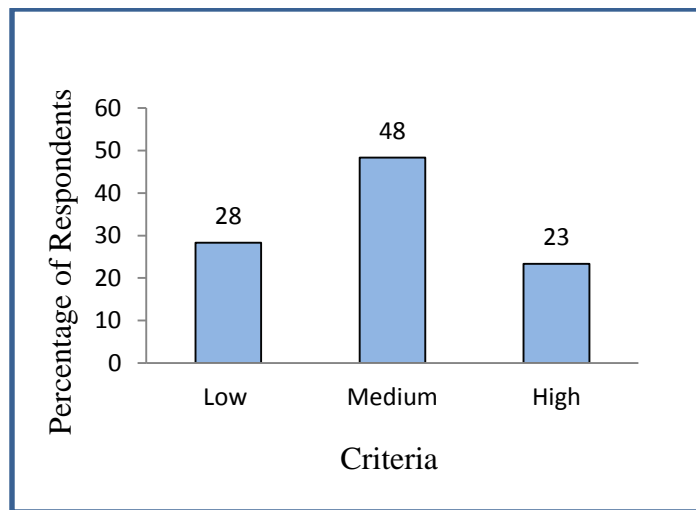
3.  $H_{03}$  -There is no significant difference between Experience of the Respondents and their scores on Contextual performance.

The researcher has adopted descriptive research design for the present study. The population for the study was 120. Since systematic random sampling method was adopted, every second sample from the population was selected for the study. Therefore the sample size for the study becomes 60.

### Levels of Self-Monitoring and Contextual Performance

Self-Monitoring has been offered as a theory of expressive control, specifically as a tool useful to understand, measure and evaluate the performance of the individuals. It also acts a control without being governed by an external force. The measure of various levels of self-monitoring and the contextual work performance of the employees are shown below.

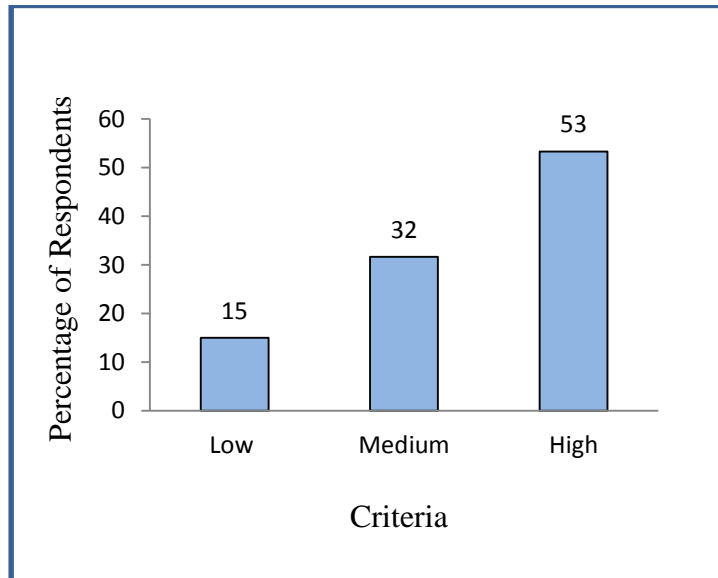
**Chart 1.1: Showing the Levels of Self-Monitoring of the Respondents**



### Interpretation

The levels of self- monitoring among the employees are divided into three categories namely; low, medium and high. From Chart 1.1 it can be interpreted that 48% of the employees are self-monitors of their work. They need no external controls to monitor them.

**Chart 1.2: Showing the Showing the Levels of Contextual Performance of the Respondents**



**Interpretation**

The levels of contextual performances of the employees are divided into three categories namely; low, medium and high. From Chart 1.2 it can be interpreted that 53% of the employees possess a high level of contextual performance.

**Table 1.1: Showing the Association between Experience of the Respondents and their Levels on Self-Monitoring**

Particulars	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	10.297 <sup>a</sup>	4	.036
Likelihood Ratio	10.706	4	.030
Linear-by-Linear Association	.008	1	.930
N of Valid Cases	60		

**Interpretation**

Work experience is a supportive factor which shows the major impact on the contextual performance of the respondents. Thus, the respondents are divided on the basis of work

experience. From the Table 1.1 it can be inferred that  $X^2(4) = 10.297$ , Sig = 0.36, since the significant is  $<0.05$  Reject the null hypothesis and Accept the alternate hypothesis. Hence, it can be concluded that there is a significant association between Experience of the Respondents and their level of Self-monitoring.

**Table 1.2: Showing the difference between Employees belonging to various Groups on the basis of their Experience of the Respondents and their scores on Contextual Performance**

Particulars	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	4299.425	2	2149.712	3.908	.043
Within Groups	43639.509	57	765.605		
Total	47938.933	59			

### Interpretation

From the Table 1.2 it can be inferred that  $F(2) = 3.908$ , Sig = 0.043, Since the significance is  $<0.05$  Reject the null hypothesis and Accept the alternate hypothesis. Hence, it can be concluded that there is a significant difference between Employees belonging to various Groups on the basis of their Experience of the Respondents and their scores on Contextual Performance.

**Table 1.3: Showing the Relationship between Respondents Level of Self-Monitoring and their Level of Contextual Performance**

Particulars	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	19.916 <sup>a</sup>	4	.001
Likelihood Ratio	25.060	4	.000
Linear-by-Linear Association	6.122	1	.013
N of Valid Cases	60		

### Interpretation

From the Table 1.3 it can be inferred that  $X^2(4) = 19.916$ , Sig = 0.001, since the significance is  $<0.05$  Reject the null hypothesis and Accept the alternate hypothesis. Hence, it



can be concluded that there is a significant relationship between Self-monitoring and Contextual Performance.

### Conclusion

Work Performance is one of the most important criteria in the professional growth of an employee. Work Performance can be divided into Task Performance and Contextual Performance. Based on previous studies it may be identified that contextual performance plays a more significant role in determining the success of an individual in her/his organisation. For improving Contextual Performance self- monitoring is needed. Thus the company may provide training for improving the Impression Management of their employees. This training helps the employees to improve their Contextual Performances indirectly, by improving an individual's ability to monitor one's self as and how the situation warrants. Moreover, this will improve his overall performance and tends to improve the organisational growth.

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