

ABSTRACT

JOB SATISFACTION AND JOB MOTIVATION

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Not so many years ago, concern with work related attitudes of Americans was confined almost exclusively to management publications, courses in Industrial Psychology and a few scholarly publications. In the immediate past, however, these attitudes have become a major topic of public discussion, as well as becoming of growing importance to industry in that they offer clues to management in the never ending hunt for ways of motivating workers.

The purpose of this study was to replicate the Herzberg study which led to his Two-Factor Theory, but using blue-collar employees as subjects. The objectives of this study were many fold. They were aimed at determining the factors that are responsible for positive attitudes as well as negative attitudes for the total population of this survey, and for the subjects from each separate industry. It was also intended to compare the companies with one another and also with a total population. The study was also aimed at comparing the differences in attitudes due to sex, age and sector.

One hundred and thirty-eight blue-collar workers from five different industries located in three central Texas cities were

interviewed for critical incidents involving exceptionally high and exceptionally low feelings, following the technique of Herzberg's semi-structured interviews and the Factors-Attitudes-Effects complex. Three of the industries were from the private sector, two of them being manufacturing concerns and the other a wholesale grocery distribution company. The organizations in the public sector included an academic institution of higher learning and a small city government.

The data were analyzed through content analysis using "a posteriori" approach. Herzberg's research design was modified so that the employees talked only about their present employer, to enable the author to obtain information about the state of affairs in each of these companies. Analyses were conducted separately for each industry and later combined to determine the attitudes of the total population. Statistical analyses indicated that the differences of totals between high and low sequences were statistically significant at the 0.01 level of significance for the factors of Achievement, Recognition, Advancement, Responsibility, Work Itself, Interpersonal Relations with Peers, Company Policy and Administration, Supervision-Technical and Working Conditions.

The results of the analyses indicated general support to Herzberg's Two-Factor Theory. The results supported the hypothesis that the factors leading to positive attitudes and those leading to negative attitudes differ. There was partial support for the concept of uni-directionality in some data, but not for the total population. The analysis for the total population indicated that Achievement, Recognition, Advancement, Work Itself and Responsibility contributed

to satisfaction more frequently than they contributed to job dissatisfaction. On the other hand, Company Policy and Administration, Supervision-Technical, Interpersonal Relations with Peers, Working Conditions and Working Hours seemed to contribute to job dissatisfaction more than they contributed to job satisfaction. Pay was a bi-directional factor.

The data from the public sector organizations supported the uni-directionality of Motivators and Hygiene Factors with very little or no contribution to the other direction. On the other hand, the data from private sector organizations supported the existence of two sets of factors with pay joining the Motivator category.

For female blue-collar employees, Work Itself was interesting, but Pay was a Dissatisfier. Analysis for age differences indicated that the younger workers were seeking Recognition and Interesting Work whereas people in the older age groups mentioned Achievement as a leading Satisfier.

Finally, suggestions were made for further research in this area for the application of various methodologies on one and the same population to support or contradict Herzberg's Two-Factor Theory.