A SITUATIONAL APPROACH TOWARDS INVESTIGATING FACTORS WHICH INFLUENCE EMPLOYEE MORALE

BY

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AN ABSTRACT

Submitted to the School of Graduate Studies of Michigan State University of Agriculture and Applied Science in partial fulfillment of the requirements for the degree of

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Approved James L. Kerr

This study essentially had a two fold purpose. First, it was designed to repeat parts of an earlier study by Haire and Gottsdanker[1] to partially examine the extent to which some of their surprising tentative conclusions could be generalized. A second purpose of this study was to investigate the possible use of subjective rankings under specified situations as a substitute for the time-consuming and expensive methods Haire and Gottsdanker had used.

The sample reported here consisted of forty male grocery store employees from twelve retail grocery stores. Each subject in the sample had one session with the interviewer. This session included interview, story-completion, and category-ranking techniques.

The early part of the interview was open-ended and permissive. At the conclusion of the open-ended portion of the interview, each subject answered three direct questions. Two semi-projective story-completion forms were presented to each subject following the direct questions.

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1 Haire, Mason and Gottsdanker, Josephine, "Factors Influencing Employee Morale," Personnel, Vol. 27, No. 6, 1951, 445-454.

Equivalent forms to be used for ranking thirteen factors affecting morale under each of three conditions were developed. Three specially prepared paragraphs of instructions, one for each of three forms, preceded thirteen carefully defined morale factors. The ranking of the thirteen factors took place following the interview and story-completions so that the interview and story-completion data would not be contaminated by subjective knowledge of the thirteen morale factors.

The resulting data were coded by the writer and one other graduate student of psychology working independently of one another. The coded data were organized into three major divisions: (1) frequency of mention data, (2) rank-order correlation data, and (3) category-ranking form data.

Results of this study indicated that those categories mentioned quite infrequently were the same categories Haire and Gottsdanker had found to be infrequently mentioned, indicating a fair degree of agreement between the two studies. However, those categories mentioned more frequently in this study indicated some important areas of disagreement between the two studies. These areas of disagreement indicated the need for care in generalizing from specific data.

Results of using category-ranking forms indicated that subjective ranking of morale factors can supplement

rather than substitute for the other more expensive and time consuming methods.

Some of the more specific conclusions which could be drawn for industry are:

(1) Employers should be careful not to underestimate the importance of wages when using direct question approaches.

(2) Future advancement, or the chance of it, may hold employees on jobs towards which they are indifferent or which they dislike.

(3) A supervisor may act as a positive agent as well as a negative agent regarding job morale.

(4) The factors which encourage job satisfaction when positive will encourage job dissatisfaction if they become negative.

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CHAPTER I

ORIENTATION

A great deal of attention has been directed to the important factor of worker morale in industry. In the rapidly growing literature[1] on this topic, now and then a relatively unique contribution has been reported. One such contribution[2] was the study of Haire and Gottsdanker on the role of human needs in industrial morale.

The Haire study, which had its beginnings in the thinking of Lewin's group on human relations at the Massachusetts Institute of Technology, reported some surprising tentative results and conclusions. One such conclusion, for example, was that a "good" supervisor could do no more than to bring the job to a sort of zero level of satisfaction. Then, whether the employee perceived the job as "good" or "bad" depended on other factors. This would mean that in the human relations training of supervisors, it would have to be acknowledged

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1 A bibliography of reports on job morale appears biennially in the journal, Occupations.

2 Haire, Mason and Gottsdanker, Josephine, "Factors Influencing Employee Morale," Personnel, Vol. 27, No. 6, 1951, 445-454. The Haire and Gottsdanker study will be referred to as the Haire Study throughout the remainder of this paper.

that a supervisor could not make the job a good one; the supervisor could, at best, keep the job from being undesirable.

Haire based his results and conclusions on a sample of forty grocery store employees from four retail stores of the same chain. He intensively studied the subjects in the sample, but the relatively small group precluded assuming his conclusions applied to workers in general until they were confirmed by further research. However, his study was characterized by a time-consuming and expensive methodology which makes confirmation difficult to obtain. Some simplification of method would encourage more extensive investigation in other industrial settings. The present study was addressed to confirmation of the Haire results and to the problem of simplification of methods. Specifically, the present study was designed (1) to repeat, in part, the original study in order to make some beginning on determining how general its conclusions were, and (2) to investigate at least one procedure for simplifying the methods of obtaining the necessary data so that others might be encouraged to make further checks on the generality of the conclusions of the Haire study.

A brief historical review of research in industrial morale may be helpful in explaining the significance of

the Haire study and the study reported here. Early investigators of industrial morale used the most obvious subjective method, i.e., the investigator simply asked the employee how he felt about his job. The results were various lists of human needs in some industrial situation, e.g., need for job security, advancement, and the like.

There were some obvious difficulties with these lists. In the first place, they did not agree with each other. Further disagreements were apparent when attempts were made to rank the needs in the order of their importance; sometimes one need, like the need for security, came out on top and at other times other needs came first on the list. Disagreements were probably present because an assumption underlying comparison of the lists was that the situations from which the lists were derived were comparable. Obviously, such an assumption was not necessarily correct, e.g., the self-perceived needs of workers in a situation of rising unemployment, when a need for security was paramount, would not be comparable to the self-perceived needs of workers in relatively secure jobs who then might be more interested in higher wages or more considerate supervision.

More recently, projective methods were tried, e.g., in the My Job Contest study of Evans and Laseau. However, the differences between various situations in which factors affecting employees morale had been explored were still neglected.

As has been suggested earlier, a step forward was taken by Haire. His study combined subjective, semi-projective and projective methods[3] of investigation with a situational approach to the problem of industrial morale. He demonstrated that factors in morale, or employee needs in the work situation, varied when the situations were changed.

A content analysis of his data revealed three different situations which governed how important any one morale factor might be. These three situations were: (1) What the employee likes in his present job, (2) What the employee dislikes in his present job, and (3) What the employee would look for in a new job. For example, wages were seen as unimportant for "what the employee likes in his present job" but became of great importance when the situation was changed to "what the employee would look for in a new job." Liking associates was quite important in "what the employee likes in his present job" but was seen as unimportant for "what the employee would look for in a new job."

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3 A projective method assumes that the individual projects himself into a relatively unstructured situation. A semi-projective method, as used here, refers to the presentation of a relatively structured situation which requires projection of the individual but sets limits within which the projection operates. The incomplete stories, described in the next section on procedure, are examples of a semi-projective method.

Haire said that these differences in importance of morale factors in different situations were of practical significance to employers. He went on to say:

> "From the point of view of doing something about morale, we have raised very different issues to guide the employer:
> 1. How to keep employees liking their jobs.
> 2. How to keep them from leaving.
> 3. How to attract new workers.
> The answers that we get from each specific area may be a guide to the employer in terms of practices which will accomplish each end."

Haire had criticized using lists of morale factors to study industrial morale because of the interdependence and fluctuating character of the morale factors from one situation to the next. In effect, this criticism said that lists of morale factors did not take the situation into account. The present investigator felt that the three situations which Haire found affected morale offered an answer to the problem he raised.

To take advantage of the three situations isolated by Haire, the present study involved preparation of a technique in which the subjects ranked factors in order of importance in each of the three different situations. If it could be shown that the new method of rank-ordering provided the same kind of data as Haire's methods, the new technique would be a less expensive substitute.

The present study was designed: (1) to repeat the more important parts of Haire's study to partially examine

the extent to which the Haire conclusions may be generalized and (2) to investigate the possible use of subjective rankings under specified situations as a substitute for the time-consuming and expensive methods Haire used.

CHAPTER II

METHOD

As indicated previously, the present study paralleled a major portion of the Haire study. The background and procedures of the Haire study are presented here to make comparison with the present study easier to grasp.

The study reported by Haire was part of a larger study which was designed to investigate the perceptual field of workers. Haire gathered his data from forty male subjects employed by four retail grocery stores of the same chain. The physical working conditions of the subjects in the four stores were quite similar, and the same company policies were shared by all subjects. Haire reported that the company had an excellent reputation for its general treatment of employees. He reported that the jobs were considered relatively good jobs with relatively high wages.

The present study was designed to parallel the original study in that another forty grocery store employees were put through the psychological measuring devices that Haire found important enough to report. The national headquarters of a large retail grocery chain granted permission to gather data in one of the districts of the chain so that it was

possible to utilize a sample similar to that of Haire.

The sample reported here consisted of forty male grocery store employees from twelve retail grocery stores. All full-time male employees in the twelve stores were included in the sample. Obviously, the average number of employees in each store was less than in the original study; smaller stores required fewer employees for each store. The twelve stores were located in three adjacent mid-western cities of medium size (50,000 to 75,000 population). All the employees of the sample had the same district supervisor. Working conditions were similar, and all company policies on economic benefits, job security, training schools, and the like were shared by all subjects. The employees considered their jobs relatively good ones.

The average subject of the Haire study was:

> "about 35 years old, had worked for the company for 7 years, and was earning in the neighborhood of $55 for a 44 hour week."

About ninety percent of the subjects reported themselves to be generally satisfied when asked directly.

In the present study, the average subject was about thirty-five years old, married, had had about eight years of service with the company, and earned around seventy-five dollars for a forty-five hour week. Ninety-five percent of the subjects reported general satisfaction with the job when asked directly.

It can be seen from the above that the subjects of the two studies were remarkably similar. The only apparent differences were (1) the greater wage earned by the subjects of the present study and (2) the smaller size of the stores of the present study. However, the first difference was probably more apparent than real because of economic inflation during the period between the studies.[4] With respect to the size of the stores, the difference between the two studies may have played some part in bringing about some difference between results. However, this size difference was unavoidable and will be taken into account in the discussion of the results.

In the original study each subject was given an interview in one session. Two projective techniques were employed in session number two. The interview of the first session was said to be open-ended, permissive, and took "about 40 minutes." Also in this first session, the investigator asked a series of objective questions after the subject had talked as long as he liked. A story completion technique and a technique involving interpretation of T.A.T. type pictures used in session number two were designed to parallel the content brought out in the first session.

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4 Haire did the research for his study in late 1948 and early 1949 while the writer gathered his data in the late summer of 1951.

In the present study each subject had but one session. This included interview, semi-projective, and rank-order techniques. The interview, which was open-ended and permissive, had no time limit. However, most subjects had finished talking after about 30 minutes of interviewing. When the open part of the interview ended, each subject answered three direct questions. Three questions, used by Haire, were employed in the present study:

1. What do you think of your job? What are the things you like about it?
2. If you were going to take another job, what are the things you would look for?
3. Which of the things we've been talking about means the most to you in how well you like your job?

Immediately following the questions, the two stories used by Haire were presented to each subject for him to complete (the "semi-projective" technique). Both stories were presented on the same mimeographed form:

1. While riding home on the bus one night, a couple of men were talking with each other about their work. One of them said, "It sure would take a lot to make me change my job, because....." What else did he say?
2. The other fellow said he'd be ready to quit his job anytime, and added, "I'd be glad to give the first decent job that comes along a try, because....." Then, what else did he say?

Sufficient writing space was available following each story to allow each subject to write as much as he desired.

Equivalent forms to be used for ranking 13 factors

affecting morale under each of three conditions were developed. These three conditions were essentially the three situations isolated by Haire; namely: (1) What the employee likes in his present job, (2) What the employee dislikes in his present job, and (3) What the employee would look for in a new job. Each factor was carefully defined as described by Haire in his report. Three specially prepared paragraphs of instructions, one for each of three forms, preceded the defined factors. See Appendix.

The 13 factors from the Haire study appeared on all three ranking forms. As a partial control for position in the list, Forms A, B, and C had the 13 factors in alphabetical order while Forms AA, BB, and CC had the factors in reverse alphabetical order. The present investigator designed Forms A and AA to parallel "what the employee likes in his present job," Forms B and BB, "what the employee would look for in a new job," and Forms C and CC, "what the employee disliked in his present job."

The ranking of the 13 morale factors took place following the interview and stories so that the interview and semi-projective data would not be contaminated by subjective knowledge of the factors isolated in the original study.

It can be seen that, up to the ranking procedure employed here, the present study was quite similar to the Haire study in forms and procedures. The present study did

not include the technique using the fully projective pictures because Haire reported none of the results of using that technique. The elimination of the pictures and the use of the already developed stories allowed gathering the data in one session rather than two sessions as employed by Haire.

In Haire's study responses to the stories and to direct questions were coded and placed in categories. The data of the present study, were coded and classified in the same way by the writer and one other graduate student of psychology working independently of one another.

Whenever a response did not fit any of the given 13 categories, a new category was established. Of five new categories set up, three duplicated certain categories from the Haire study and were combined with their equivalents. Therefore, at the completion of coding, the categories numbered thirteen from the Haire study plus two new categories[5] from the present study, a total of fifteen categories.

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5 The two new categories of the present study were "convenience of location" and "recognition." Upon re-reading the definitions of the categories, "convenience of location" should have been a sub-category of "fits well with habits of life and work" from the Haire study. "Recognition" included responses which could not be fitted into any of the categories from the Haire study. However, since so few responses were included, the two new categories were handled separately in this study.

From a total of 399 responses, the two coders differed in placing twelve of them. Further clarification of the categories themselves resolved ten of the differences by mutual agreement between coders. The two unresolved differences were considered unscorable and discarded.

The first step in the analysis of the resulting data was the compution of the modal rank for each factor, taking each of the three situations separately. The modal ranks then indicated the relative popularity of each category within each situation.

A second step in the analysis was as follows. The various categories, for each situation, were ranked one to thirteen. This ranking was simply determined by the average rank order computed in the first step above. Although the ranking obtained in this second step yielded a less precise measurement than the average rank obtained in the first step above, it facilitated comparisons between the same categories on the three different forms.

CHAPTER III

RESULTS

The results are organized into three major divisions: (1) frequency of mention data (Table I, Figures 1-5, and Table II), (2) rank-order correlation data (Tables III, IV, and V), and (3) ranking form data (data designed to help answer a question raised earlier, namely, can a rank-order method be used as a substitute for other methods) (Tables VI, VII, VIII, IX, and X).

The data presented in the first division as a whole are those found from coding the subjects' responses to the questions and stories. The presentation of the data as closely as possible follows the one Haire used in his report. Haire discussed the percent of mentions of certain factors which he considered more significant than others. In conjunction with the percent of mentions he pointed out the high ranking factors and major changes in rank from one question to the next. To facilitate comparisons between the data of the two studies, the results are presented in similar form and side-by-side wherever possible.

The second major division breaks down into three subdivisions: (1) intercorrelations among the questions

and stories for the Haire study, (2) intercorrelations among the questions and stories for the present study, and (3) intercorrelations between the two studies for each question and story. Intercorrelations were resorted to because inspection of the results Haire had presented suggested that his results could be better interpreted if subjected to a rank-order correlation analysis. This correlation technique offered an additional method of directly comparing the data of the two studies.

The third major division breaks down into two subdivisions: (1) modal rank-order data and (2) composite rank-order data. The data presented in this division are those found from administration of the new ranking forms. Rank-order correlations again afforded a direct comparison between the ranking method employed in the present study and the coded stories method employed both in Haire's study and part of the present study.

Table I,[6] Figures 1-5, and Table II are discussed as

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6 It is necessary to become acquainted with some abbreviations so that the tables can be understood. The following abbreviations will be used in the tables of this section of the report to facilitate presentation and comparison of results:

Q1: Question 1, why he likes his job.
Q2: Question 2, things he'd look for in a new job.
Q3: Question 3, most important single factor in present job.
SI: Story I, why a man likes his job.
SII: Story II, why a man dislikes his job.
A: Ranking forms A and AA, why he likes his job.
B: Ranking forms B and BB, things he'd look for in a new job.
C: Ranking forms C and CC, irritations which are or could be present on the job.

a unit here because they bring together all the basic data of both the Haire study and the present study. The raw frequency data of the Haire study were not available, so Table I presents only the raw frequency data of the present study.

The data in Figures 1-5 for Haire's study were adopted from Haire's article. Figures 1-5 follow from Table I in the case of the present study. The data include the percentage of total mentions for each factor of the Haire study and the present study.

Table II shows the rank-ordering of the 15 categories based upon percent of the total number of times each category was mentioned in response to questions and stories used in the Haire study and in the present study.

It can be seen that the two studies had some differences and some similarities. The results of the studies differed for "interesting job," "supervision," "future advancement," and "autonomy." Similar results were found for "associates," "wages," and "working conditions." The two studies were also similar for relatively unimportant categories (not discussed specifically here).

Table III[7] summarizes rank-order intercorrelations

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7 The small sample contributed to the large standard error of each correlation reported here and in the following tables.

TABLE I

NUMBER OF TIMES EACH CATEGORY WAS MENTIONED IN RESPONSE TO THE QUESTIONS AND STORIES USED IN THE PRESENT STUDY [a]

	Categories	Q1	Q2	Q3	SI	SII
1.	Associates	9	7	6	13	10
2.	Autonomy	13	3	3	3	4
3.	Contact with customers	19	2	5	4	0
4.	Convenience of location	4	1	1	2	3
5.	Easy work	4	1	1	0	0
6.	Fair company	3	3	3	10	5
7.	Fits well with habits of life and work	3	7	1	3	3
8.	Future advancement	2	9	3	5	7
9.	Interesting job	19	5	5	4	6
10.	Job security	5	6	3	9	5
11.	Recognition	3	3	4	2	0
12.	Supervision	3	3	1	9	9
13.	Union protection	0	0	0	0	1
14.	Wages	4	26	4	18	14
15.	Working conditions	9	12	0	13	7
	Total	100	88	40	95	74

a In the following figures each category will be listed by its number from the above table.

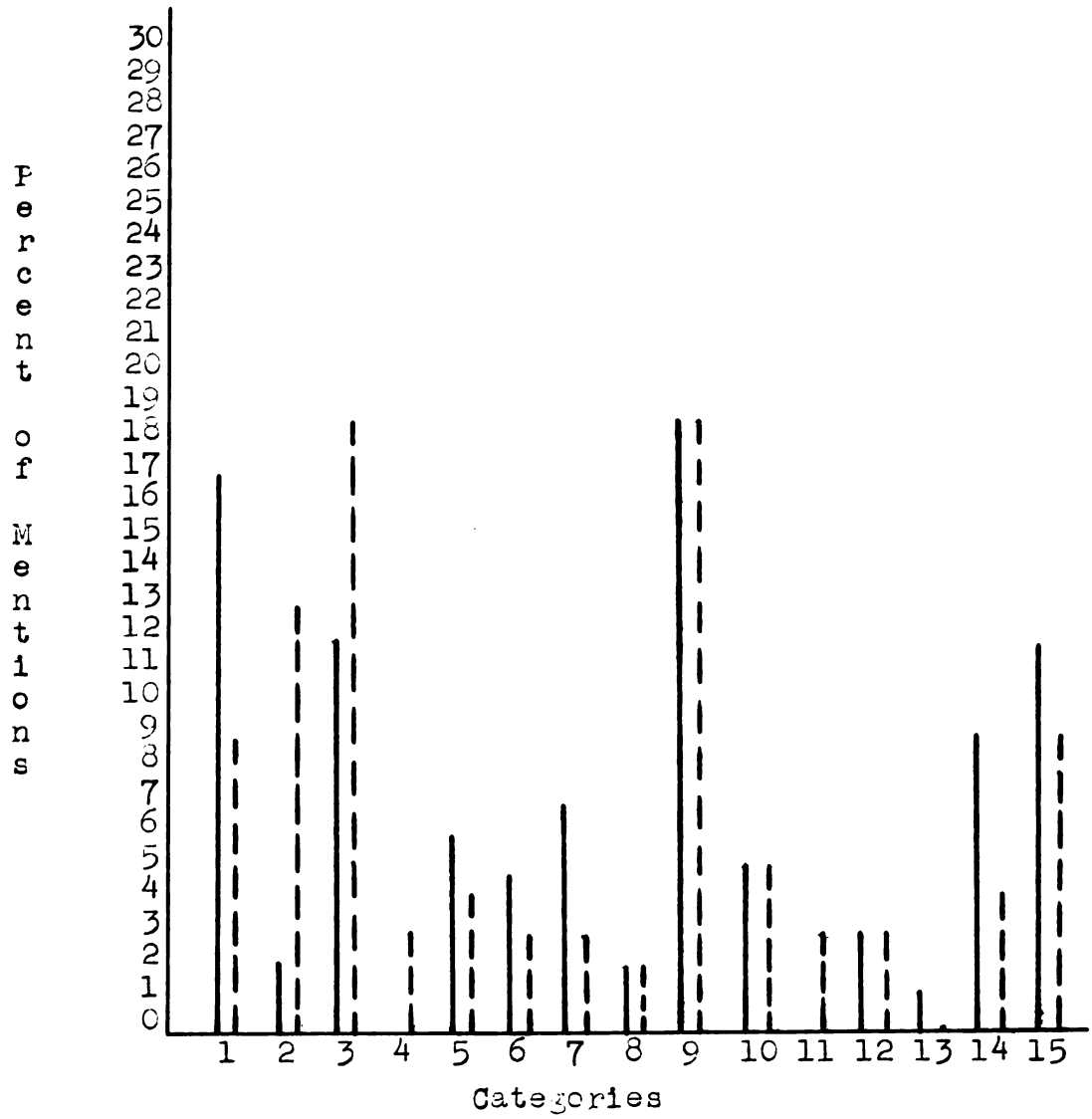

Fig. 1. Percent of total mentions of each category for the Haire study (H) and the Present study (P). Q1 "Why he likes his job."

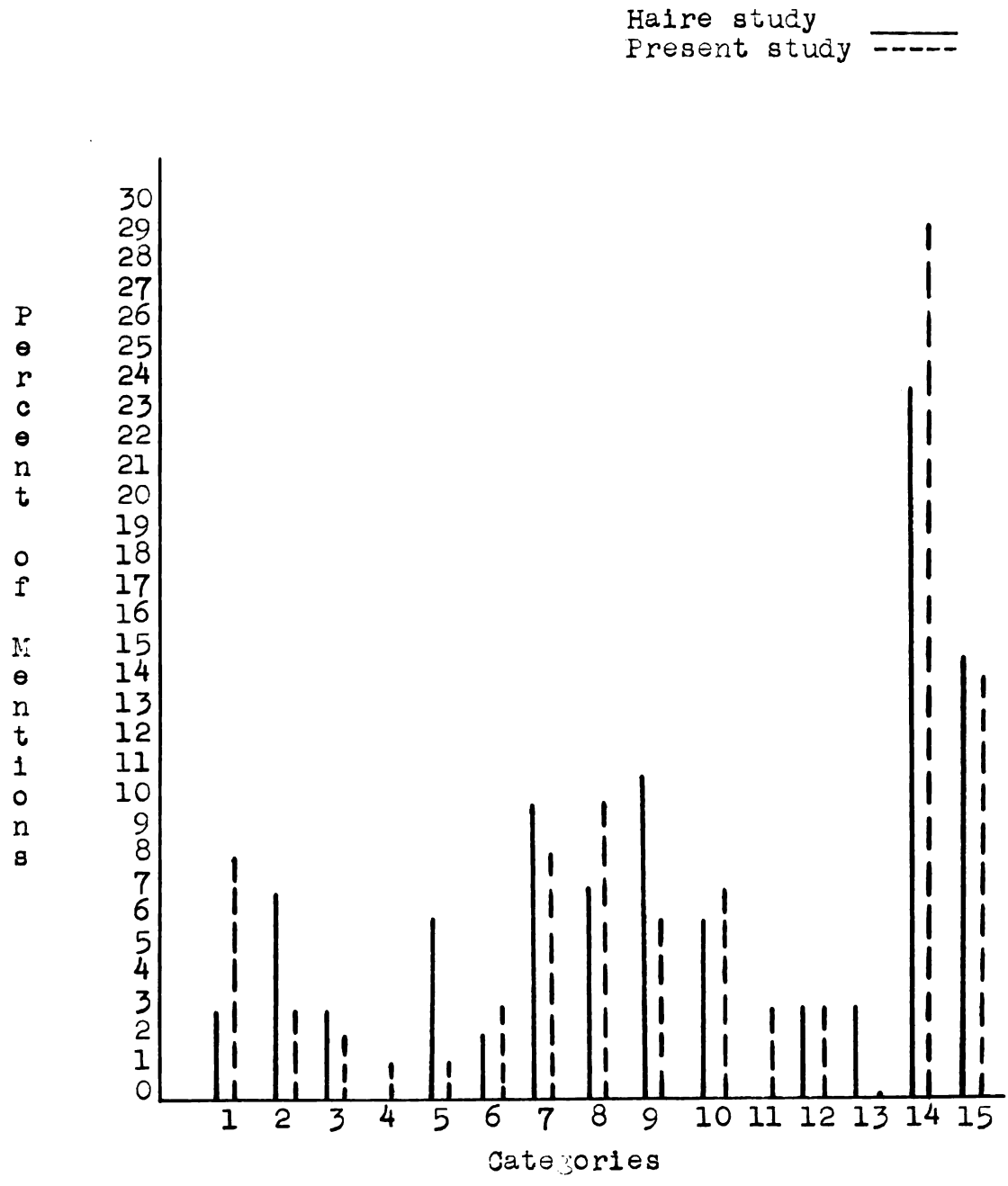

Fig. 2. Percent of total mentions of each category for the Haire study (H) and the Present study (P). Q2 "Things he'd look for in a new job."

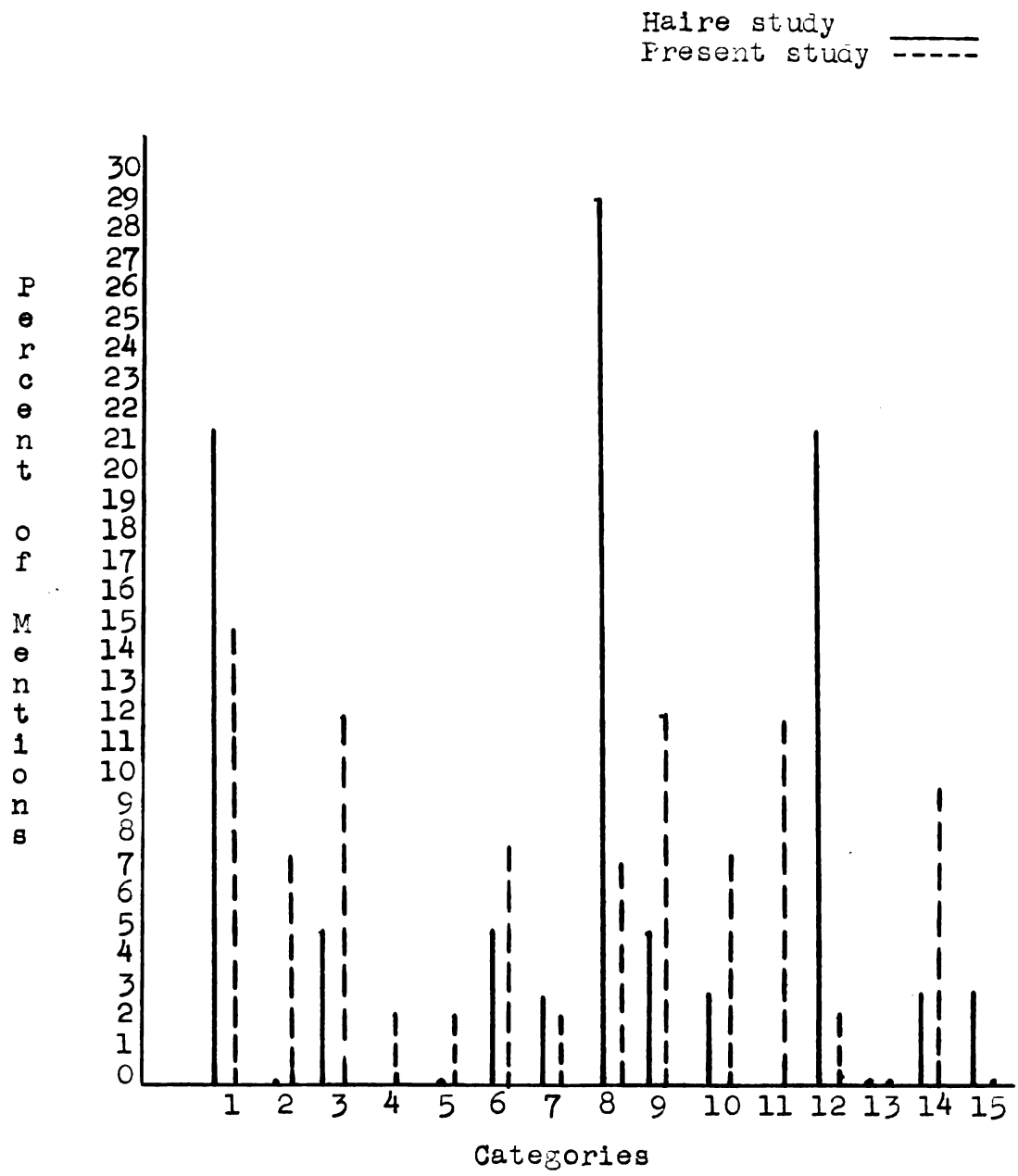

Fig. 3. Percent of total mentions of each category for the Haire study (H) and the Present study (P). Q3 "Most important single factor in present job."

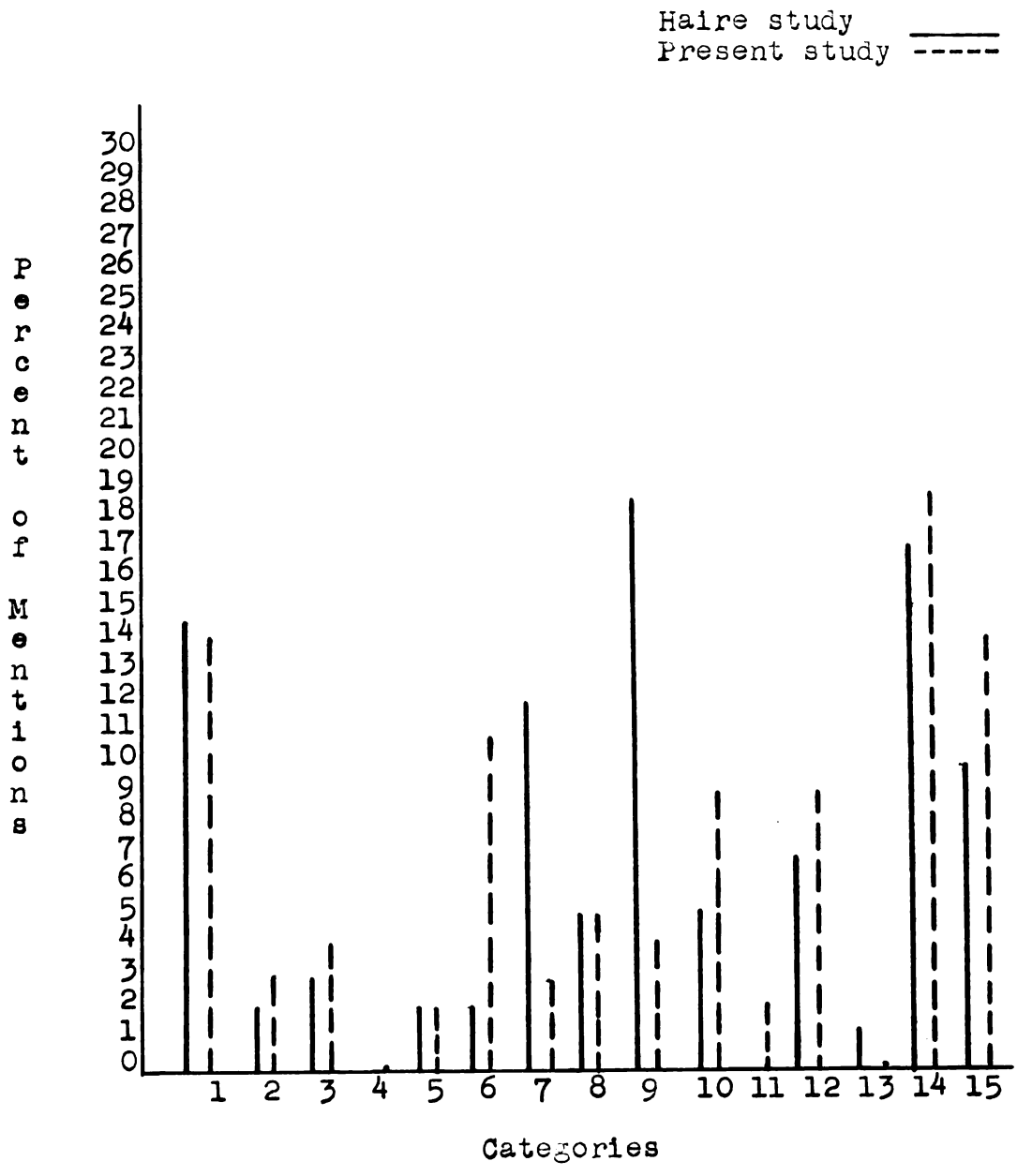

Fig. 4. Percent of total mentions of each category for the Haire study (H) and the Present study (P). SI "Why a man likes his job."

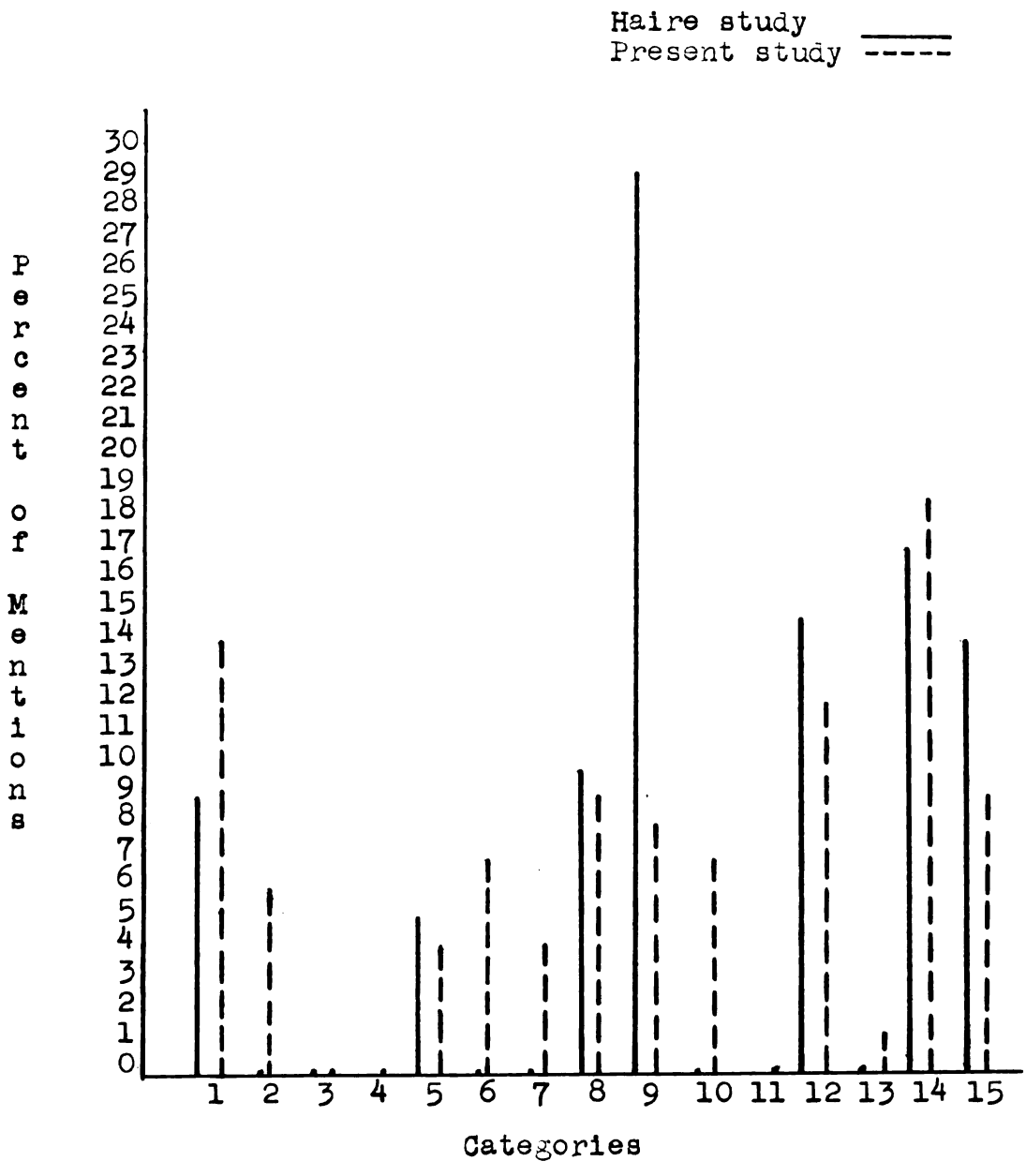

Fig. 5. Percent of total mentions of each category for the Haire study (H) and the Present study (P). SII "Why a man dislikes his job."

TABLE II

RANK ORDERING OF THE FIFTEEN CATEGORIES BASED UPON PERCENT OF THE TOTAL NUMBER OF TIMES EACH CATEGORY WAS MENTIONED IN RESPONSE TO QUESTIONS AND STORIES USED IN THE HAINE STUDY AND IN THE PRESENT STUDY

Categories	Q1		Q2		Q3	
	H	P	H	P	H	P
1. Associates	2	4.5	10.5	4.5	2.5	1
2. Autonomy	11.5	3	5.5	9.5	12	7.5
3. Contact with customers	3.5	1.5	10.5	12	5	2.5
4. Convenience of location		8		13.5		11.5
5. Easy work	7	8	7.5	13.5	12	11.5
6. Fair company	8.5	11.5	13	9.5	5	7.5
7. Fits well with habits of life and work	6	11.5	4	4.5	8.5	11.5
8. Future advancement	11.5	14	5.5	3	1	7.5
9. Interesting job	1	1.5	3	7	5	2.5
10. Job security	8.5	6	7.5	6	8.5	7.5
11. Recognition		11.5		9.5		4.5
12. Supervision	10	11.5	10.5	9.5	2.5	11.5
13. Union protection	13	15	10.5	15	12	14.5
14. Wages	5	8	1	1	8.5	4.5
15. Working conditions	3.5	4.5	2	2	8.5	14.5

TABLE II

(CONT'D.)

Categories	SI		SII	
	H	P	H	P
1. Associates	3	2.5	6	2
2. Autonomy	11	10.5	10.5	9
3. Contact with customers	9	8.5	10.5	14
4. Convenience of location		14.5		14
5. Easy work	11	12.5	7	10.5
6. Fair company	11	4	10.5	7.5
7. Fits well with habits of life and work	4	10.5	10.5	10.5
8. Future advancement	7.5	7	5	4.5
9. Interesting job	1	8.5	1	6
10. Job security	7.5	6	10.5	7.5
11. Recognition		12.5		14
12. Supervision	6	5	3	3
13. Union protection	13	14.5	10.5	12
14. Wages	2	1	2	1
15. Working conditions	5	2.5	4	4.5

TABLE III

RANK ORDER INTERCORRELATIONS (AND THEIR STANDARD ERRORS) BASED UPON THE FREQUENCIES WITH WHICH EACH CATEGORY WAS MENTIONED IN RESPONSE TO THE QUESTIONS AND STORIES USED IN THE HAIRE STUDY

	Q1	Q2	Q3	SI	SII
Q1		.21 .29	.27 .28	.72* .14	.46 .24
Q2			.14 .29	.59* .20	.54* .21
Q3				.45 .24	.44 .24
SI					.72* .14
SII					

* significant at the 5% level of confidence or better

(and their standard errors) based upon the frequencies with which each category was mentioned in response to the questions and stories used in the Haire study. Table III shows rather substantial correlations between frequency of mention of categories in response to some of the questions and stories. The correlations are significant at the 5% level or better between the following: (1) "why he likes his job" (Q1) and "why a man likes his job" (SI), (2) "things he'd look for in a new job" (Q2) and "why a man likes his job" (SI), (3) "why a man likes his job" (SI) and "why a man dislikes his job" (SII), and (4) "things he'd look for in a new job" (Q2) and "why a man dislikes his job" (SII).

Table IV summarizes the intercorrelations between the questions and stories of the present study. The only correlations significant at the 5% level of confidence or better were between: (1) "things he'd look for in a new job" (Q2) and "why a man likes his job" (SI), (2)"things he'd look for in a new job" (Q2) and "why a man dislikes his job" (SII), (3) and "why a man likes his job" (SI) and "why a man dislikes his job" (SII). These correlations were also significant in Haire's study.

Table V compares some results of the Haire and present studies by the rank order correlation method. Notice that the two studies agree quite well for four of the five

TABLE IV

RANK ORDER INTERCORRELATIONS (AND THEIR STANDARD ERRORS) BASED UPON THE FREQUENCIES WITH WHICH EACH CATEGORY WAS MENTIONED IN RESPONSE TO THE QUESTIONS AND STORIES USED IN THE PRESENT STUDY

	Q1	Q2	Q3	SI	SII
Q1		.14 .27	.51 .21	.24 .26	.09 .28
Q2			.27 .26	.76* .12	.74* .13
Q3				.34 .25	.20 .27
SI					.86* .07
SII					

* significant at the 5% level of confidence or better

TABLE V

RANK ORDER CORRELATIONS (AND THEIR STANDARD ERRORS) BETWEEN THE RESULTS OF THE HAIRE AND PRESENT STUDIES (BASED UPON THE FREQUENCIES WITH WHICH EACH CATEGORY WAS MENTIONED IN RESPONSE TO CORRESPONDING QUESTIONS AND STORIES IN THE TWO STUDIES).

Q1	Q2	Q3	SI	SII
.64*	.70*	.44	.70*	.80*
.16	.14	.22	.14	.10

* significant at the 5% level of confidence or better

comparisons. The correlations are significant at the 5% level for all the questions and stories except "most important single factor in present job" (Q3).

The data presented in Tables VI, VII, VIII, and IX help answer the question raised earlier regarding the use of ranking forms A, B, and C as a substitute for the other methods used in this and the Haire studies.

Table VI lists in alphabetical order Haire's thirteen factors which were used on the ranking forms A,[8] B, and C of the present study. The modal rank of each factor for each form is given with the median deviations.

Table VII is a continuation of Table VI. The modal ranks for the factors of the three forms were rank-ordered and presented in Table VII as the composite rank-order for each form. Notice that the composite ranks were relatively consistent from one form to the next. However, by inspection, some differences occur for "contact with customers," "fair company," "fits well with habits of life and work," "interesting job," "supervision," "union protection," "wages," and "working conditions."

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8 As a partial control for position in the list of factors, Forms A, B, and C had the 13 factors in alphabetical order while Forms AA, BB, and CC had the 13 factors in reverse alphabetical order. No significant differences in ranking the factors appeared to be caused by position in the list of factors. Therefore, the data for Forms A and AA were grouped together, B and BB were grouped together, and C and CC were grouped together when calculating modal averages, median deviations, and rank-order correlations.

TABLE VI

ESTIMATED MODAL[a] RANK-ORDER AND MEDIAN DEVIATION[b] FOR EACH FACTOR AS RANKED ON FORMS A, B, AND C (N=40)[c]

	A		B		C	
Associates	6.5	2.5	9.0	2.7	5.8	2.4
Autonomy	8.9	1.5	9.3	1.3	8.9	1.5
Contact with customers	9.5	2.0	8.5	1.7	11.0	1.8
Easy work	13.1	2.1	12.2	1.7	13.1	2.4
Fair company	4.6	2.4	4.9	2.5	3.5	1.8
Fits well with habits of life and work	12.2	1.2	11.3	1.7	12.2	2.4
Future advancement	4.0	1.6	5.5	1.8	3.8	2.3
Interesting job	3.7	2.0	4.6	2.2	6.3	2.9
Job security	2.5	1.4	3.0	1.0	3.2	2.6
Supervision	4.6	2.3	5.0	2.2	3.0	3.0
Union protection	15.5	1.5	14.8	2.4	11.2	1.6
Wages	3.8	2.3	2.9	1.6	3.6	3.0
Working conditions	5.7	2.2	5.3	2.3	5.6	2.5

a. Modal rank-order estimated from Guilford, $Mo = 3Mdn - 2M$

b. Median deviation calculated from Guilford, $Q = \frac{Q_3 - Q_1}{2}$

c. N=40 for all factors except "union protection." Twelve subjects of the sample worked in non-unionized stores and did not have that factor on their ranking forms. Therefore, N=28 for "union protection."

TABLE VII

RANK ORDERING OF THE CATEGORIES ON EACH RANKING FORM BASED UPON THE MODAL VALUES FOR EACH CATEGORY GIVEN IN TABLE VI

	A	B	C
Associates	8	9	7
Autonomy	9	10	9
Contact with customers	10	8	10
Easy work	12	12	13
Fair company	5.5	4	3
Fits well with habits of life and work	11	11	12
Future advancement	4	7	5
Interesting job	2	3	8
Job security	1	2	2
Supervision	5.5	5	1
Union protection	13	13	11
Wages	3	1	4
Working conditions	7	6	6

TABLE VIII

RANK-ORDER INTERCORRELATIONS (AND THEIR STANDARD ERRORS) BASED UPON THE RANK ORDERING ASSIGNED TO ALL 13 CATEGORIES ON FORMS A, B, AND C (AS GIVEN IN TABLE VII).

	A	B	C
A		.94* .04	.80* .11
B			.81* .10
C			

* significant at the 5% level of confidence or better

Table VIII presents the rank-order intercorrelations between the category rankings on forms A, B, and C. These intercorrelations are all significant, e.g., between: forms A and B, A and C, B and C.

Table IX presents the rank-order correlations[9] between the category rankings given in Table VIII and the rank-orders from Table II on the comparable question or story in the Haire and present studies. Notice that two significant correlations were present, both from the present study. Those significant correlations are between form B and (Q2) of the present study and between form C and (SII) of the present study.

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9 The two categories reported in the present study but not in the Haire study were omitted in these rank-order correlations so that the comparisons could be made. These two categories were so seldom mentioned in the present study that the omission was relatively inimportant statistically.

TABLE IX

RANK-ORDER CORRELATIONS (AND THEIR STANDARD ERRORS) BETWEEN THE RANKING OF CATEGORIES OF THE PRESENT STUDY AS GIVEN IN TABLE VIII (AND BASED UPON RANKING FORMS A, B, AND C) AND THE RANKING OF CATEGORIES BASED UPON RESPONSES TO THE COMPARABLE QUESTION OR STORY USED (1) IN THE PRESENT STUDY (P) AND (2) IN THE HAIRE STUDY (H)

Between data from form A and H-Q1	.19	.29
Between data from form A and P-Q1	.18	.29
Between data from form B and H-Q2	.31	.27
Between data from form B and P-Q2	.54*	.24
Between data from form C and H-SII	.37	.26
Between data from form C and P-SII	.68*	.16

* significant at the 5% level of confidence or better

CHAPTER IV

DISCUSSION

As was stated earlier, Haire made some broad, inclusive assertions regarding the factors of employee morale which one could expect to find in any group of employees. He based these assertions on a relatively small sample. The few cases Haire studied raised a question of how general the results would be if his study were repeated. This study attempted to help answer that question by repeating parts of Haire's study. This study also attempted to resolve a second problem, a problem of simplifying the methods Haire used in his study. A category ranking technique, developed as a possible substitute for the other methods, was tried out with the subjects in this study along with the methods Haire had used.

The specific categories isolated in this study were examined in the same manner as Haire examined his results so that comparisons between the studies could be more readily seen. Comparisons of the categories in the two studies should shed light on the possible generality of Haire's results. The comparisons between the two studies were done in two ways: (1) a replication of Haire's

method of analysis, and (2) a correlation analysis of pertinent data from both Haire's study and the present study.[10] Results from the category ranking method, the additional method not used by Haire but only in this study, were organized into two parts: (1) analysis of the interrelationships between the three "situations" which Haire had found influenced employee expression of their psychological needs, and (2) comparison of the "rank-order-situation" results with the results from the comparable question or story.

It is probably adequate here to discuss in detail only those categories mentioned relatively frequently in either or both studies. With respect to the less frequently mentioned categories, it should be pointed out that in both studies the same categories were found to be infrequently mentioned, e.g., "easy work," "fair company," "fits well with habits of life and work," "job security,"[11] and "union protection." This agreement in frequency-of-mention results among these infrequently mentioned categories indicated that at least some of Haire's results

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10 The correlation method of analysis is a quantitative method which was not presented in Haire's report.

11 The subjects of both studies mentioned "job security" relatively few times. In many morale studies "job security" has ranked at or near the top. The high rank of "job security" in the rank-order section (see Chapter III, Table IX) suggests a possible explanation. (A recognition type of response is required in rank ordering factors while recall responses are necessary in the other methods.) Apparently, subjects mentioned factors other than "job security" until required to choose the relative rank of each of a group of factors.

generalized to another similar group of workers.

The first of the more frequently mentioned categories to be discussed was "interesting job." Haire mentioned that to some extent in his study "interesting job" was a catchall category, e.g., "it is apt to include the respondent's first somewhat vague statement as he gropes for a way to take hold of the answer to the question." Many of the responses in that category, then, would be of the "warming up" type. The profile for "interesting job" (Figure 6)[12] showed that the two studies agreed relatively well for the direct questions but disagreed significantly (beyond 1% level) for the semi-projective stories. A procedural difference between the two studies helped to explain this disagreement. Haire administered the semi-projective stories in a second session while the present study included all methods in a single session. Since many of the responses to "interesting job" were of the warming up type, the differences between the studies for the stories appeared to be an artifact rather than a real difference. The apparently significant difference between

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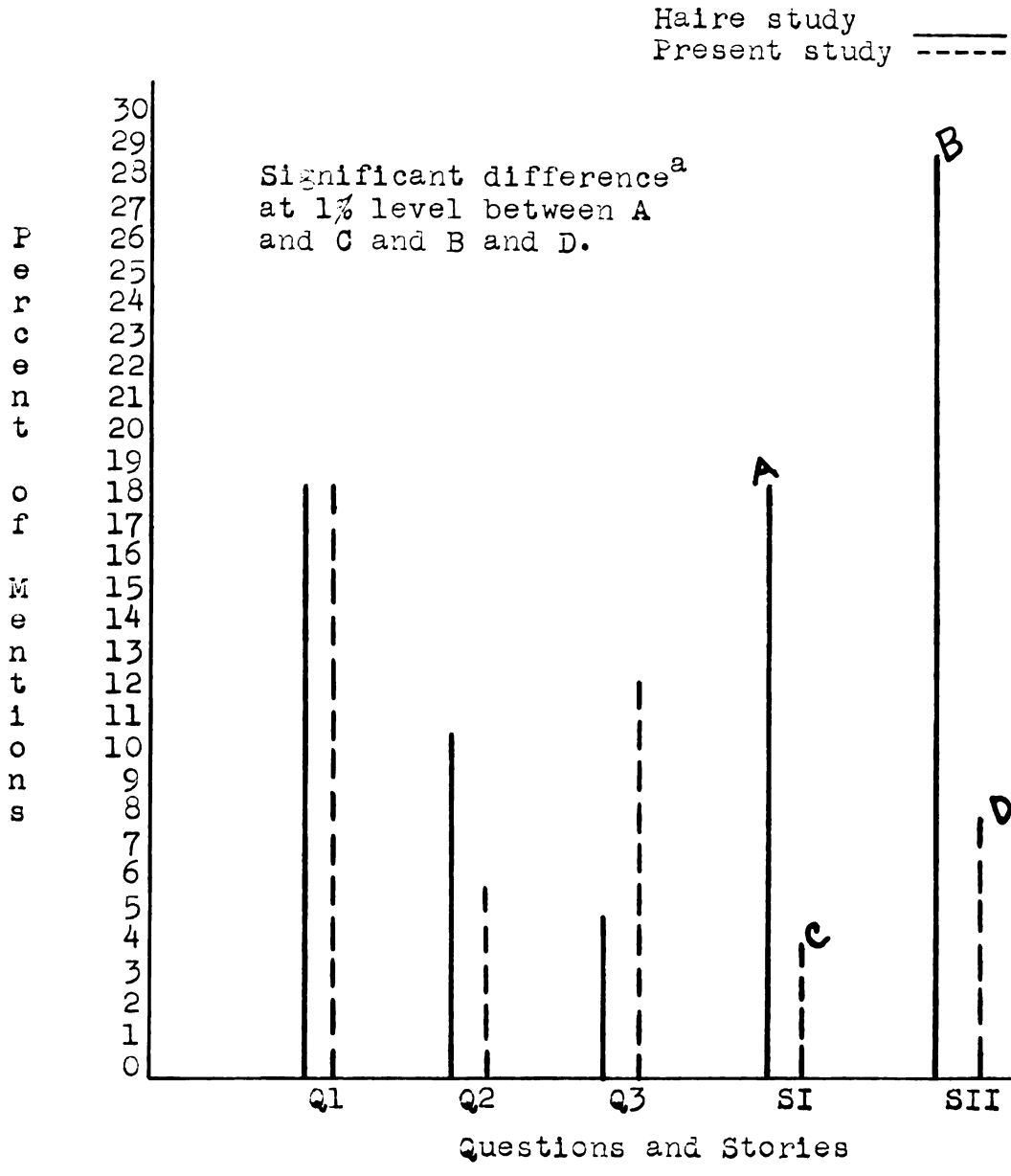
12 Figures 6 to 11 were included to show a graphic comparison of the two studies for the most frequently mentioned categories. These comparisons were included to simplify the discussion of the results found in Chapter III. Levels of significance were determined for those points judged to be meaningful.



a Tests of significance were made only on those points judged to be of theoretical importance.

Fig. 6. Percent of total mentions received by "Interesting job" for the questions and stories of the Haire study (H) and the Present study (P).

the studies, then, was apparently meaningless.

"Wages" (Figure 7) presented a remarkably similar pattern for the two studies. In both studies few respondents mentioned "wages" for "why he likes his job" (Q1) and "most important single factor in present job" (Q3). As an explanation, Haire suggested that the importance of "wages" was underestimated for the above two questions (Q1 and Q3) because (1) "there is a cultural inhibition against talking of them" and (2) "wages are apt to be taken for granted." In both studies the respondents relatively frequently mentioned "wages" for "things he'd look for in a new job" (Q2). Both studies, then, showed a change of importance for "wages" from the present job to looking for a new job. There are two reasons which could help explain this change: (1) "wages" is a concrete factor which can be seen when looking for a new job, and (2) there is less inhibition present when talking about a new job than of a present one.

Incidently, two respondents of the present study helped to emphasize the effect an outside force had in making wages important for them. Early in the interview both respondents were preoccupied with the subject of pay and a desired wage increase. Both respondents had been in recent automobile accidents which had placed them in debt. To them wages was no longer something to be taken for

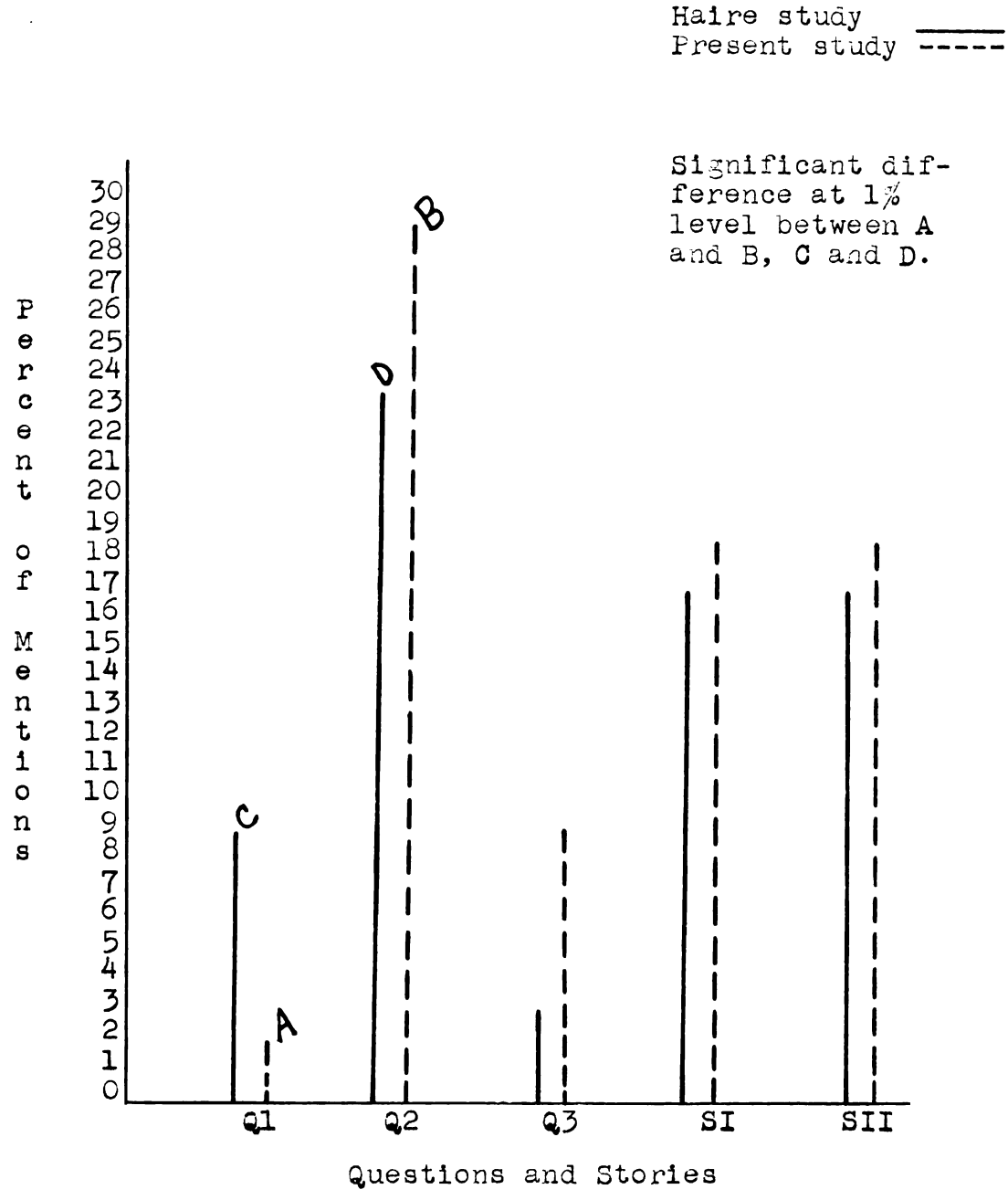


Fig. 7. Percent of total mentions received by "Wages" for the question and stories of the Haire study (H) and the Present study (P).

granted; they had a direct and immediate reason to see "wages" as the category which satisfied their strongest needs. Perception in their individual situations made "wages" the most important category in their job.

Haire did not happen to single out for discussion the category of "working conditions" (Figure 8). However, the relatively high percentage of respondents who mentioned "working conditions" for all but "most important single factor in present job" (Q3) suggested the importance of this category.

A few respondents in older stores made statements pertaining to a desire for more modern equipment. In contrast, all of the respondents from a store which was newly built mentioned their pride in the new equipment. Their store was the most modern in the city and the respondents were proud of it. However, most respondents working under conditions falling between these extremes were passive toward "working conditions." Apparently, unless the physical conditions of work are very good or very bad, the respondents take them for granted.

The respondents of the two studies agreed that "associates" (Figure 9) was important on the job. However, Haire said that he had found a significant change of importance for "associates" in comparing one situation to the next. The present study found no such significance. In both studies relatively few respondents

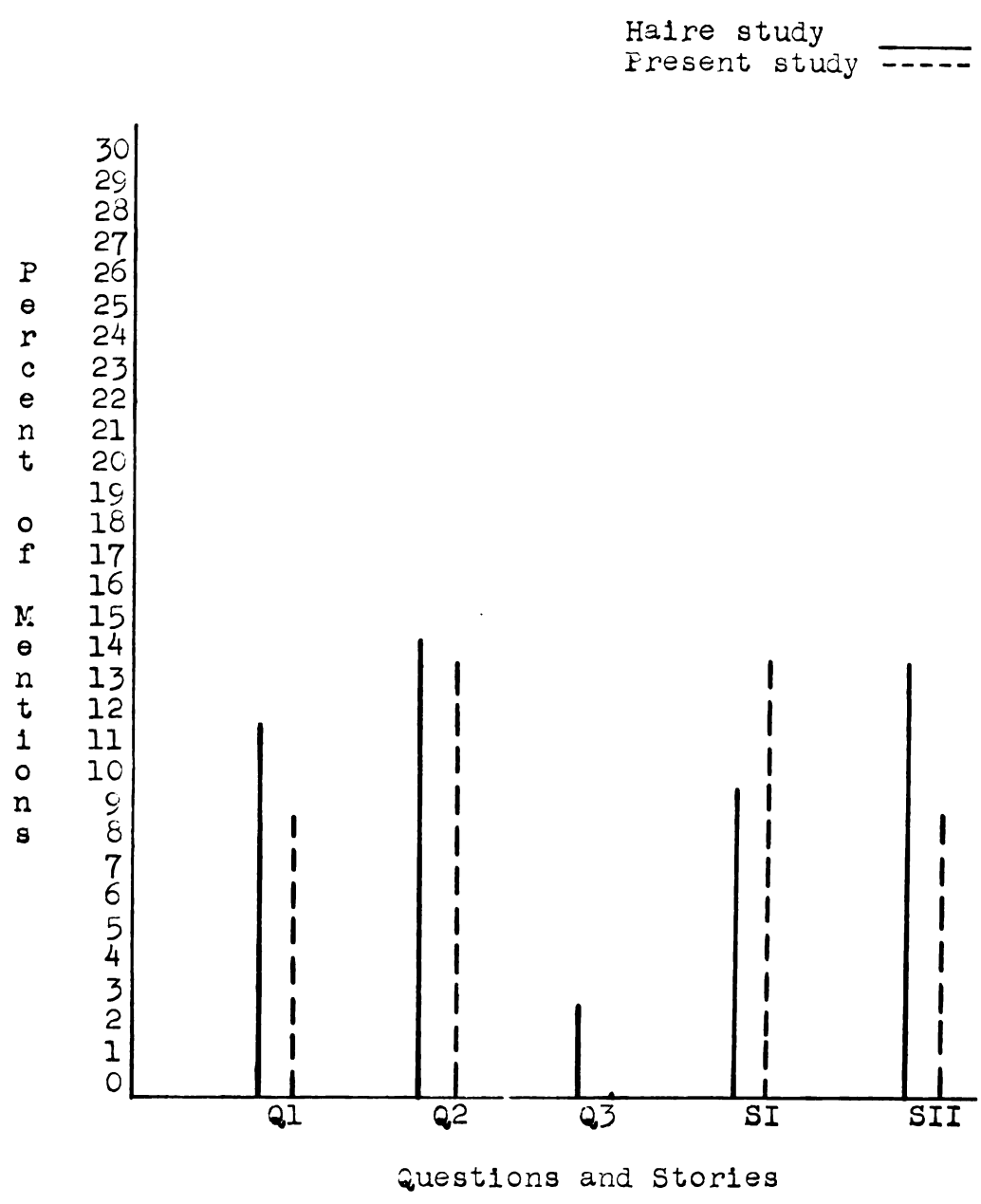


Fig. 8. Percent of total mentions received by "Working conditions" for the questions and stories of the Haire study (H) and the Present study (P).

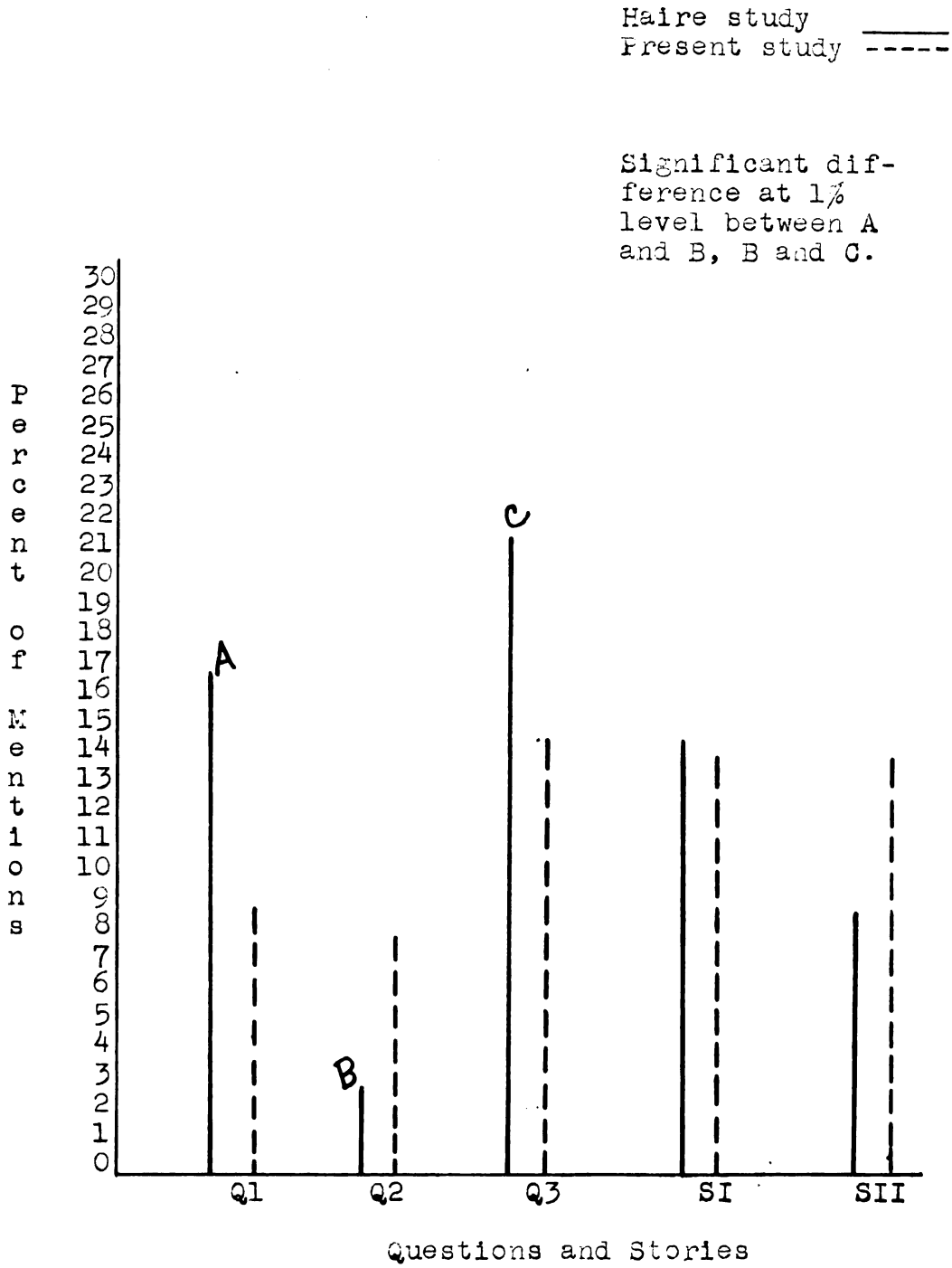


Fig. 9. Percent of total mentions received by "Associates" for the questions and stories of the Haire study (H) and the Present study (P).

mentioned "associates" for "things he'd look for in a new job" (Q2). This phenomenon could be explained following the discussion of job satisfaction by Myers and Shultz based on interviews. Myers and Shultz pointed out that workers took their first job in many cases because of friends and relatives already working for the same company. On that given job, then, "associates" would be a concrete category for job satisfaction. When projecting to an abstract new job, "associates" would be an abstract category regarding job satisfaction. It would be difficult or impossible to decide about who his associates would be when searching for a new job.

Inspection of Figure 10 shows one point of important disagreement between the two studies. Haire said that "supervision" only could bring a job to a sort of zero level of job satisfaction but could not make a job desirable. He presented "supervision" entirely in a negative aspect. Haire based this discussion on a high percentage or number of responses for "supervision" in answer to "most important single factor in present job" (Q3) and a relatively high percentage of responses for "why a man dislikes his job" (SII). The results of the present study did not substantiate Haire's contention that a supervisor only works in a negative range. In the present study, relatively few respondents mentioned "supervision" for

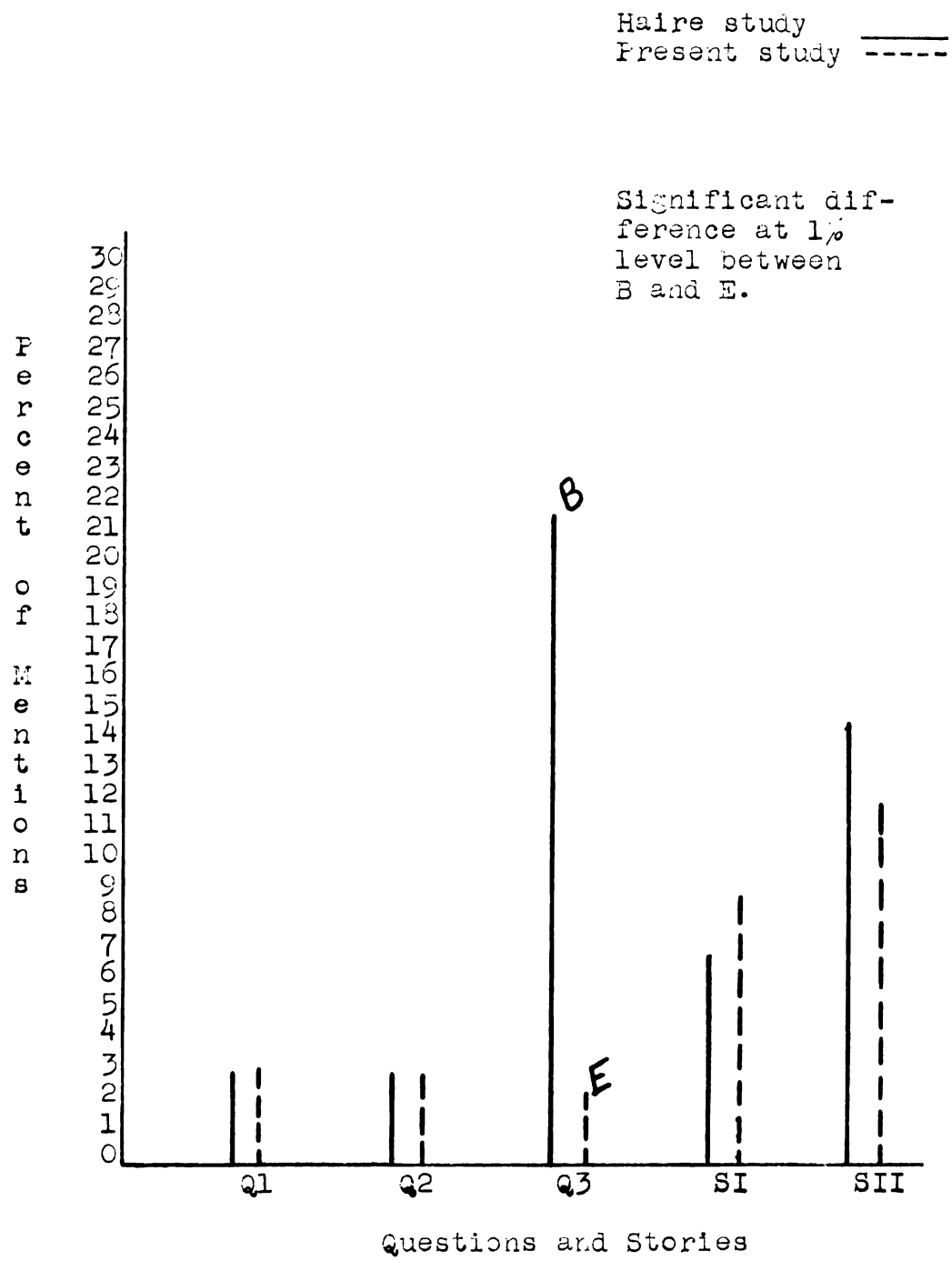


Fig. 10. Percent of total mentions received by "Supervision" for the questions and stories of the Haire study (H) and the present study (P).

"most important single factor in present job" (Q3). Although "supervision" was mentioned more times for the semi-projective stories than for the direct questions, no significant difference was present between "why a man likes his job" (SI) and "why a man dislikes his job" (SII). Some of the subjects took the trouble to point out that their supervisor was "really a good egg.....the kind of guy you enjoy working for." The expressions of positive feelings towards supervisors suggested that Haire's discussion of "supervision" could not be applied generally. "Supervision" could not be viewed in only the negative aspect of a job. Apparently, to some respondents good supervision could act as a positive agent strengthening the desirability of a job.

Haire did not discuss the category "future advancement" in his study. However, the pattern of responses for "future advancement" had a marked resemblance to the pattern for "supervision" (Figure 1C), a category Haire discussed at great length. The same reasoning Haire followed in discussing "supervision," e.g., a supervisor could only bring the job to a zero level of job satisfaction, probably would not be applicable to "future advancement." However, something must have been operating to cause the peculiar pattern of responses for the two categories. Apparently, Haire's respondents were greatly preoccupied with both "supervision" and "future advancement." Previous discussion

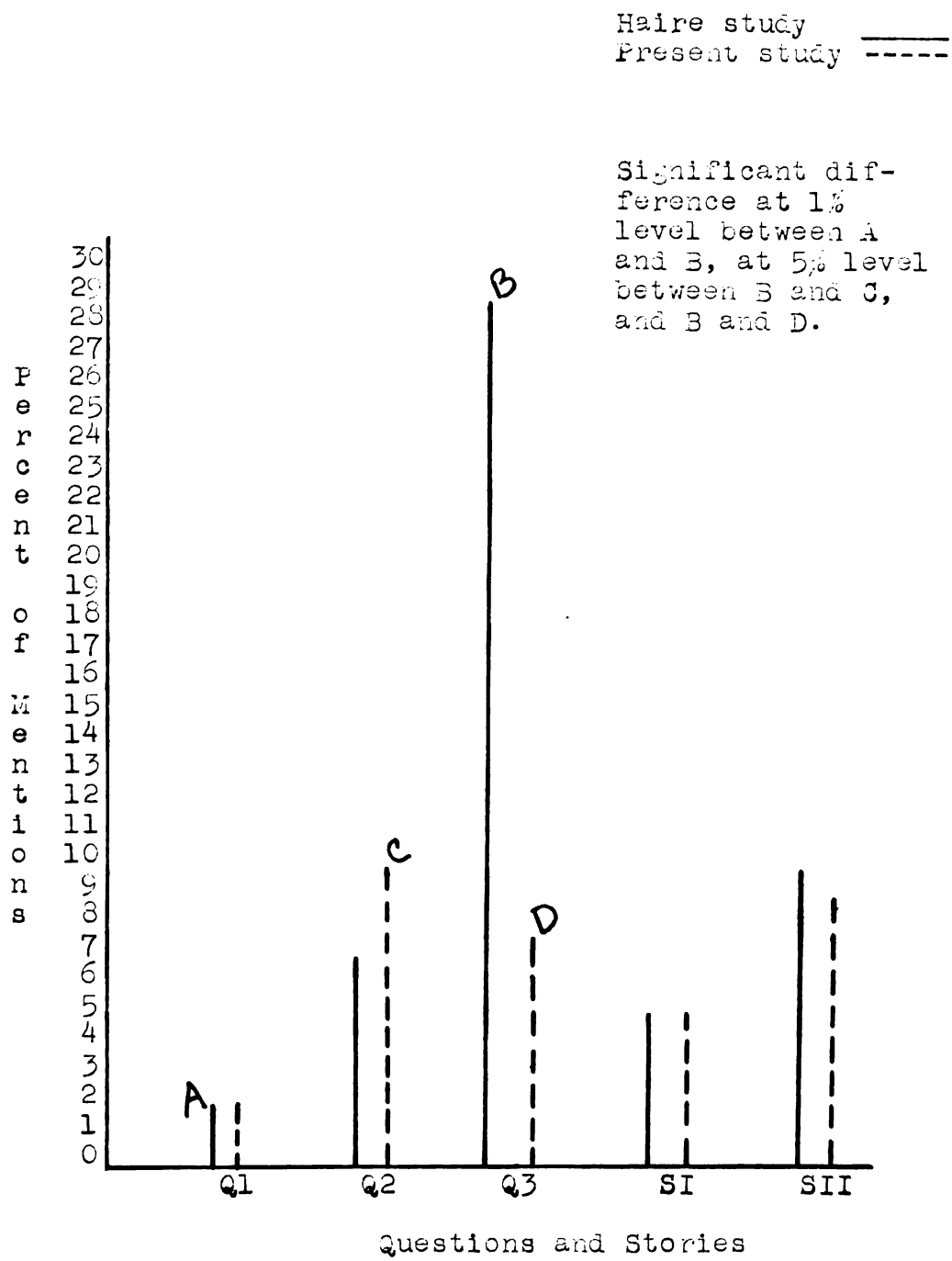


Fig.11. Percent of total mentions received by "Future advancement" for the questions and stories of the Haire study (H) and the Present study (P).

of "supervision" showed a lack of agreement for this category between the two studies. Analysis of "future advancement" showed that respondents in the two studies also disagreed significantly for Q3 ("most important single factor in present job"). In the present study, respondents apparently took "future advancement" for granted on the job. The respondents of the present study worked in smaller stores than Haire's respondents so that there were relatively more supervisory titles available.[13] The respondents of the present study worked for an organization in which advancement was very much a part of the work routine so that it became expected rather than a desire. However, note that "future advancement" rose significantly for what a subject would look for in a new job. The respondents also mentioned "future advancement" relatively more for "why a man dislikes his job" (SII) than for "why a man likes his job" (SI). Myers and Shultz found that the chance for future advancement played an important part in holding an employee on a job he may have no desire to keep permanently.

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13 In the grocery field, many titles are available for employees. For example, the clerk in charge of restocking the canned goods could be titled "supervisor" of the canned goods department. Similarly, the clerk in charge of ordering and handling produce could be called "supervisor" of the produce department. In a small self-service grocery, every worker conceivably could have a supervisory or assistant supervisory title.

Haire stated that he had asked very different questions in his study and had gotten very different answers. Basically, the three questions and two stories included three situations, Haire had said. In these situations, the categories varied in importance from one situation to the next. These situations really were "conjectural environments." That is, the respondents projected themselves into a situation that could be present if certain conditions were satisfied. Haire emphasized along with these conjectural situations, that the respondents answered questions against a certain current level of need satisfaction. The situation in which the respondent found himself presumably colored the answers given to the questions and stories. Superficial inspection indicated that the results of the present study supported Haire's discussion quite well (more detailed analysis follows later). The different questions and stories seemed to fall into Haire's three situations, with the exception of Q3 ("most important single factor in present job") which Haire ignored when discussing situations. Because of the wording of that question, ambiguity crept in so that the most important category could be on either the positive or negative side of job satisfaction.

Certainly, the general level of need satisfaction affected the answers to all the questions and stories. Myers and Shultz showed that categories for job satisfaction varied as the economic climate varied.

Differences in general level of need satisfaction and other differences between interview situations in the two studies probably caused some of the differences between the results of the studies.

In discussing the implications of his results from the two semi-projective stories, Haire stated that "the factors which a man chooses for liking a job are not at all the inverse of those which he chooses for disliking it." He based his statement on the apparent difference in percentage of mentions for the categories between Story I and Story II. The percentage of mentions for the categories of the present study also had some apparent differences between Story I and Story II. However, these differences were not as pronounced as those Haire found. (The next section includes further, more detailed, discussion of "like" and "dislike".)

Haire discussed his results in terms of three situations. He considered Q1 ("why he likes his job") and SI ("why a man likes his job") to be one situation. Haire said that Q2 ("things he'd look for in a new job") was a second situation and SII ("why a man dislikes his job"), a third situation. Q3 ("most important single factor in present job") was ignored, probably because ambiguity resulted in the presence of more than one situation in the single question (Haire had criticized other investigators

for allowing more than one situation to be interpreted from the same question). In his discussion of situations and interrelationships among the questions and stories Haire did not attempt to quantify those relationships. Fortunately, he included data which made it possible to quantify them.

The intercorrelations (Tables IV and V of Chapter III), which were computed in order to quantify relationships, indicated the presence of only two situations rather than three. Haire considered Story I to be the equivalent of Question 1. Correlation analysis substantiated this contention. However, Question 2 also correlated significantly with both Story I and Story II in Haire's study. In contrast, Question 1 did not correlate significantly with Story I in the present study. (However, in the present study, Question 2 correlated significantly with both Story I and Story II.) Within both studies, Story I correlated significantly with Story II so that Story II cannot be considered as an independent situation in either study.

It seems logical that the projection for why any man likes his job would closely follow what a respondent would like himself if he were taking a new job. It follows that the projection for why any man might dislike his job would be one of reversing the reasons for

why he would like it. Therefore, the two categories mentioned would be the same, positive aspects in the first case and negative aspects in the second. The situations, then, would break down into the following: (1) Question 1, and (2) Question 2, Story I, and Story II. The ambiguity of Question 3 prevents it from being a clear cut situation.

Haire had stated that the factors chosen for liking a job were "not at all the inverse of those which he chose for disliking it." Superficial examination of the results of both studies gave some indications that differences might be present. However, as has been shown above, the results which Haire said were not at all alike correlated highly in his study and even higher in the present study. Percentages were deceiving in that some of the apparent differences meant little when rank-order correlations were computed. It appears likely that to a relatively great extent there is symmetry between like and dislike. If this symmetry exists, then, a factor which helps a favorable job impression when positive would tend to develop an unfavorable job impression when negative.

One of the problems raised earlier concerned itself with the expensive and time-consuming character of the direct questions and semi-projective stories. It takes

time and money to interview numbers of respondents and then content analyze the resulting data. Obviously, some simplification of methods would help make for investigation in a greater variety of industrial settings. This study attempted one substitute method which is discussed below.

Haire's main thesis was that the needs of workers varied in relative importance from one situation to the next. In the present study, ranking situations were designed to parallel the three situations which Haire reported he had isolated.

Results of using this rank-order technique indicated that the average rank for most of the categories remained practically the same from one situation to the next (see Table VII of Chapter III). The three situations, then, were apparently highly related.

Results found in Table IX of Chapter III gave further indications that the situations were highly related. Intercorrelations between the situations were high, e.g., each situation correlated significantly with the other situations.

A comparison of methods is indicated more clearly when comparing correlations (see Table IX of Chapter III) between the ranking situations and the other methods of the present study than when comparing the correlations between these ranking situations and the methods of

Haire's study. These latter correlations partly reflected the differences between results of the studies and, therefore, the apparent relationship between methods would be attenuated.

Only two of the correlations presented in Table IX were significant, both between results of the ranking situations and other methods of the present study. These correlations were between: (1) R3 ("things he'd look for in a new job") and Q2 ("things he'd look for in a new job"), and (2) RC ("irritations which are or could be present on the job") and SII ("why a man dislikes his job"). From earlier discussion it could be seen that Q2 and SII were highly related and probably part of the same situation. Since the ranking situations were also highly related, relationship with Q2 would be tantamount to relationship with SII.

Two possible explanations presented themselves for this lack of agreement between the results of the ranking situations and the other methods: (1) the ranking situations did not succeed in shifting the set of the respondent as he ranked the categories, and (2) recognition data of the ranking situations were psychologically different from recall data of other methods. To some unknown extent, the former explanation probably operated. However, the basic kind of data of both methods bears further examination.

Essentially, ranking a list of categories requires recognition rather than recall. The lack of independence of the ranking situations may have resulted because the rank for recognition data was subjectively the same for the three given situations, e.g., subjectively, categories may not have changed in relative importance from the present job to a future job to reasons for disliking a job.

Recall methods used previously cannot be considered more accurate in gauging worker morale than a recognition method. Frequency of mention results are not highly related to the intensity with which the categories are mentioned. An off-hand mention of some vague feeling carries as much weight as an intense opinion. Therefore, care must be taken in assuming relative importance of factors.

CHAPTER V

DISCUSSION SUMMARY

In a general way, the findings of the present study substantiated Haire's contention that needs varied with the situation. However, instead of isolating three situations as Haire said he had, the findings of this study indicated that probably only two situations were present among the questions and stories in both Haire's study and in the present study. Haire had considered the semi-projective stories to be independent, e.g., the categories important in liking a job were not at all the same as those important for disliking it. Haire based his third situation, reasons for disliking a job, on one of these semi-projective stories. Quantitative examination of Haire's published results and the findings of the present study indicated a high relationship between the two stories in both studies, e.g., reasons for liking a job were not very different than those for disliking a job. Considerable symmetry, then, appeared to exist between like and dislike.

The two studies agreed to some extent among the specific categories. The less frequently mentioned categories in Haire's study were also less frequently

mentioned in the present study. However, among the more frequently mentioned categories, only "wages" and "working conditions" showed a pattern in the present study similar to the pattern in Haire's study in terms of frequency of mentions by the respondents. The very close relationship between the studies for "wages" and "working conditions" suggested that these findings at least apply to two populations of grocery employees. When using direct questions, investigators must be careful not to underestimate the importance of wages or working conditions.

In the present study, results for supervision disagreed with those results found in Haire's study. Apparently, Haire's conclusion that a supervisor only works in the negative aspect of a job cannot be applied in general. In fact, his conclusion was based partly on a statistically insignificant difference between the percentage of responses to the two semi-projective stories. It appears that Haire's conclusions was not completely warranted from the results of his own study.

The results of the present study indicated that Haire's results of some other more frequently mentioned categories were not general in nature, e.g., "future advancement," "associates," and "interesting job."

The results from using subjective ranking under given situations indicated that this ranking method probably

cannot be substituted for the direct and semi-projective methods. However, the ranking method can be a supplement to the other methods by requiring recognition on the part of the respondent in contrast to recall required by the other methods.

CHAPTER VI

CONCLUSIONS

Essentially, this study repeated parts of an earlier study by Haire on the role of human needs in industrial morale. An additional method of investigation not used by Haire (rank-order of factors under three projected situations) was employed in the present study. The present study, then, had a two fold purpose: (1) to find out how general some of Haire's assertions were, and (2) to investigate the possible use of subjective rankings under simulated given situations as a substitute for the methods of investigation reported by Haire.

The male grocery store employees of both studies had remarkable similarities in regard to length of service, age, and family status, (see Chapter II). So that comparisons between the studies could be more readily seen, the specific categories isolated in the present study were examined in the same manner as Haire examined his results. Further correlation analysis not used by Haire also helped compare and contrast the studies.

Results of the present study indicated that those categories mentioned quite infrequently were the same

categories Haire had found to be infrequently mentioned, e.g., "easy work," "fair company," "fits well with habits of life and work," "job security," and "union protection." These results indicated a fair degree of agreement between the two studies. Comparing certain of the more frequently mentioned categories indicated further agreement between the studies, e.g., "wages," "associates," and "working conditions."

Haire suggested that "wages" was underestimated in importance on many lists of morale factors for which investigators questioned respondents about their present jobs. To support this viewpoint, the results of both studies indicated a sharp increase in importance for "wages when a respondent was asked to project himself to a new job.

In a general way, the results of both studies indicated the importance of "associates" in the present job. Further agreement was present between the studies in showing the general importance of "working conditions" for worker morale. Both of the above categories appeared to be important contributing factors to the general level of job satisfaction.

A procedural difference between the two studies appeared to have caused one point of disagreement for the category, "interesting job," which may be classified as a sort of "catchall" category in that a respondent's

first somewhat vague statements regarding his job would tend to fall into that category. Haire used two sessions, one for the interview and direct questions and one for the semi-projective methods. All techniques of investigation were completed during one session in the present study. Therefore, it should be expected that no vague warm-up was necessary for respondents of the present study once they had begun the interview. However, Haire's respondents would again warm-up at the beginning of their second session. Results of the two studies indicated that this apparently did happen.

An important point of disagreement could be seen when results of the two studies for "supervision" were compared. Haire had stated that "supervision" could only bring a job to a sort of zero level of job satisfaction but could not make a job desirable. Haire presented supervision entirely in a negative aspect. The results of the present study did not substantiate Haire's contentions. On the contrary, the results indicated that a supervisor could act as a definite positive agent strengthening the desirability of a job.

Respondents in Haire's study indicated a relatively higher degree of importance for "future advancement" than did the respondents of the present study. Apparently, "future advancement" was taken for granted by respondents

of the present study because (1) the stores in which the respondents worked were smaller and allowed relatively more titles to be available and (2) the organization with which the respondents were employed made advancement a part of the work routine so that it was expected rather than desired. However, some statements by respondents of the present study indicated that a man would dislike his job if he did not have chances for advancement. And, if a man disliked his present job, he would remain on the job as long as he saw the chance for advancement to a job he felt he wanted.

Another area of important disagreement between the two studies occurred in the interpretation of the results of the semi-projective stories. Haire stated that the factors chosen for liking a job were "not at all the inverse of those which he chooses for disliking it." Contrary to Haire's analysis, correlation analysis of the results of both studies indicated a high degree of relationship between the factors chosen for liking the job and the factors chosen for disliking the job. The analysis indicated that a factor which helps develop a favorable job impression when positive would tend to develop an unfavorable job impression when negative.

The result of using the category ranking technique under given simulated situations suggested that this

method could not be used as a substitute for the other methods used in both studies. Apparently, the given conjectural situations did not succeed in shifting the set of the respondents. Furthermore, the ranking method was essentially a recognition method while the other methods were recall methods of obtaining data. Further investigation using more precise conjectural situations is needed to determine the possible further use of this less expensive method of investigating morale.

Conclusion Summary

In general, the results of the present study agreed with the results of Haire's study although certain disagreements of some importance occurred. Some of the more important specific conclusions for industry are:

(1) Employers should be careful not to underestimate the importance of wages when using direct question approaches.

(2) Future advancement, or the chance of it, may hold employees in jobs towards which they are indifferent or which they dislike.

(3) A supervisor (contrary to Haire's conclusions) may act as a positive agent as well as a negative agent regarding job morale.

(4) The factors which encourage job satisfaction when positive will encourage job dissatisfaction if they become negative (contrary to Haire's conclusions).

APPENDIX

Form CC

We all know that probably no job is ever completely perfect. Almost everyone dislikes some things about his job. You may have even considered quitting because of some of the disadvantages or irritations in your job. Consider the following factors in terms of the disadvantages or irritations in your present job and put them in order from the most to the least irritating. Think of the one that is or could be the most likely to make you quit your job, then the next most likely, and so on down to the least most likely. Even though your feeling on any of these may not be too clear, indicate as best you can the order in which these factors could be a source of irritation to you in your job.

In the space for "comments" you are invited to explain what the factors mean to you. For example, did any incidents occur which cause any factor to be especially important? If so, what are the incidents?

Read through the whole list at least once before you rank any of the factors.

RANK	FACTOR	COMMENTS
____	Working conditions: How much does it mean to you to have good conditions of work ---- like good light, ventilation, cleanliness, etc.?	
____	Wages: How much does the size of your paycheck matter to you?	
____	Union protection: How important is it to you to have the protection a union may provide?	
____	Supervision: How important is it to you to have a good supervisor?	
____	Job security: How important is it to you to have a steady job----one you can count on?	
____	Interesting work: How important is it to you to enjoy the things you do on the job----to have a job that holds your attention?	
____	Future advancement: How important is it to you that you work for a company in which you have a good chance for promotion?	
____	Fits well with habits of life and work: Does your job interfere with your social life and free time: Do the hours fit your personal time-table? How important are these things to you?	
____	Fair company: How important is it to you that you work for a company that is fair toward employees?	
____	Easy work: How important is it to you that you are not forced to work so hard that you are very tired after work?	
____	Contact with customers: To what extent do you have contacts with customers and how important are these contacts to you in making your job one you like?	
____	Autonomy: To what extent are you free to do what you think best while you are at work and how important is this to you?	
____	Associates: How important to you are your fellow	

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