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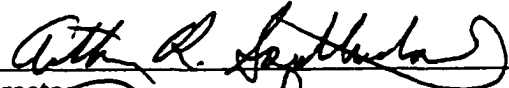
HYGIENE AND MOTIVATOR FACTORS (HERZBERG) CONSIDERED
IMPORTANT BY EMPLOYEES OF A STATE-OPERATED FACILITY
FOR ADULT INDIVIDUALS WITH MENTAL RETARDATION

by

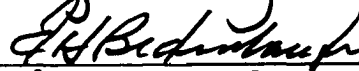
Kenneth O'Neal

A Dissertation
Submitted to the Graduate School
of The University of Southern Mississippi
in Partial Fulfillment of the Requirements
for the Degree of Doctor of Philosophy

Approved:



Director



Dean of the Graduate School

May 2001

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Submitted to the Graduate School
of The University of Southern Mississippi
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May 2001

ABSTRACT

HYGIENE AND MOTIVATOR FACTORS (HERZBERG) CONSIDERED IMPORTANT BY EMPLOYEES OF A STATE OPERATED FACILITY FOR ADULT INDIVIDUALS WITH MENTAL RETARDATION

by

Kenneth O'Neal

The general purpose of this study was to identify the factors giving rise to job satisfaction and dissatisfaction considered to be important by professional and line staff at a medium sized state operated institution for the adult mentally retarded and to determine, based on this information, if there was a statistically significant difference between the groups involved based upon job classification, age, race, gender, formal education, length of employment at the facility, amount of contact with population served, job location, marital status and/or the staff persons' number of children. Additionally, the study attempted to determine the degree of independent relationships between hygiene and motivator factors and the demographic characteristics of professional and line staff employed by that entity.

Data was collected via the utilization of an instrument entitled the Service Providers Work Components Study, an evolution of the Work Components Study and the

Educational Work Components Study. These instruments, developed in accordance with Herzberg's "Two Factor Theory," measured employees' strength of needs for two hygiene and four motivator factors.

The results of the study indicated significant relationships between the demographic characteristics of the population studied and the four motivator factors addressing potential for personal challenge and development, competitiveness desirability and reward of success, tolerance for work pressure, and willingness to seek reward in spite of uncertainty vs. avoidance of uncertainty. Additionally, a significant relationship existed between the independent variables and the hygiene factor addressing surround concern. Finally, significant independent relationships were found to exist between the independent variables and motivator and hygiene factors noted. It is hoped that this study shall provide useful information to the providers of services to the developmentally disabled, and assist these organizations in the provision of the highest level of care possible.

DEDICATION

This work is dedicated to my charming wife, Lisa. If Christopher Columbus had been married to her, the world would still be flat.

ACKNOWLEDGMENTS

I would like to gratefully acknowledge the assistance of my committee members, Dr. Arthur Southerland, Dr. Edgar Bedenbaugh, Dr. James T. Johnson, Dr. Jack Klotz, and Dr. Jerry Lewis. The opportunity to work with them was truly the high point of my academic program, and they will sincerely be missed.

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CHAPTER I

INTRODUCTION

It is not uncommon for the mention of facilities for the mentally retarded to evoke memories of previous institutions such as Willowbrook in New York and Pennhurst in Pennsylvania. However, institutions for the adult mentally retarded have undergone a great transformation over the past several decades and as a general rule, these facilities today are modern, progressive organizations providing personalized care for their clients. Much of this improvement is due in no small part to the intervention of the federal government in the form of legal action through the United States Department of Justice. However, arguably the greatest impetus for change has been through the “Intermediate Care Facility for the Mentally Retarded (ICF/MR)” program. This program, with its resultant massive infusion of funding into facilities for individuals with mental retardation, has brought about an incredible level of change in the manner in which care is provided for these individuals.

The ICF/MR program has not merely been a means for providing additional funding to institutions. Associated with the program are lengthy regulations addressing the areas of administration, client care, client safety, facility staffing, and the requirement for active treatment which must be strictly adhered to in order for the service provider to maintain participant’s status in the program. The program has essentially been

administered through the Social Security Administration via the Health Care Financing Administration in the form of block grants to the states. At the state level much of the regulatory enforcement has generally occurred through the licensure and certification processes of the respective state departments of health.

With respect to the care of individuals with mental retardation, probably even more significant than the improvement of the institutions was the movement towards community based services. This trend has attempted to rectify the problems traditionally associated with institutional care by providing services to individuals in more personalized settings. While definitions of institutions vary from source to source, this document will use the threshold of ten or fewer individuals served to differentiate between institutional and community placement. The goal of community placements has been determined to be the provision of services to individuals in a normalized and normalizing environment. Emphasis is placed on services normally provided in the general community with respect to education, recreation, social, psychological, employment related, and medical services among others. Along these lines, the emphasis with respect to community placement has been the goal of inclusion, incorporating individuals with mental retardation into mainstream society, with all of the benefits and privileges associated therewith.

While community based settings have provided arguably greater freedoms for the clientele served, there has traditionally been a large degree of structure associated with the provision of even these services. Services provided have been closely monitored by the Health Care Financing Administration's designee, usually a state level agency or sub

agency. Additionally, these service providers, as a result, have developed specific requirements for their employees concerning required minimum levels of education and certification. Finally, the large number of concerned citizens' groups have provided an additional level of supervision of the provision of services through the adjudication process and these organizations as well possess a significant level of influence.

While much regulation has been developed concerning the service providers' responsibilities to their clientele, the maintenance of an effective, progressive, and motivated workforce has been delegated by default to the program managers involved. Unfortunately, the unique motivational requirements of the specialized workforce associated have received at best only minimal attention. It should be noted at this point that the provision of a stable workforce is one of the key components in the service provision process.

In order to minimize turnover, it is important to understand the job components that workers consider important. The achievement of an organization's mission is conducted through the productivity of its employees. Along these lines, Herzberg, Mausner, and Snyderman (1959) stated:

We should not overlook the fact that although the ebb and flow of our economy would produce occasional periods both of over and under employment the problem of an individual's attitudes towards his job remains constant. For each man who sits at a desk or stands at a bench, no matter whether unemployment is rife or whether jobs are plentiful, the day and the task are completely different if feelings about the job are good or if they are bad. For any industrial concern, no

matter whether its capacity is being used to 50 or 100 per cent, the attitude of its employees may very well determine success or failure. (p. x)

Thus, in order to improve client care, it is of the utmost importance that the organization address those factors that at the very least maintain, and most desirably, improve the workers' attitudes concerning the importance of their positions in the organization to the clients served, the service providers, and society as a whole.

Several authors including but not limited to Vroom, Maslow, and Drucker have linked job satisfaction to motivation, decreased turnover, and ultimately to increased organizational effectiveness. In contrast to the common notion of employee job satisfaction and dissatisfaction being located at opposite ends of a continuum, however, Herzberg, Mausner and Snyderman (1959) developed a proposition that has frequently been referred to as the "Two Factor Theory." This theory contends that the sets of factors that give rise to employee satisfaction and employee dissatisfaction are mutually exclusive, and must be studied in relative isolation. Items resulting in job dissatisfaction were termed "hygiene factors" and were related primarily to the components of job context. Conversely, factors that could potentially result in job satisfaction were determined to relate to content components of a given job, and were termed "motivators."

The "Two Factor Theory" introduced several complications to the field of employee management. Due to the potentially independent nature of job satisfaction and job dissatisfaction, it was determined to be possible to encounter employees that were both dissatisfied and motivated, not dissatisfied and not motivated, or any or all of the

combinations possible. The situation could become further involved in that over reliance on either hygiene or motivator factors in isolation would not be adequate to both ensure employee motivation and reduce employee dissatisfaction.

Finally, Herzberg, Mausner, and Snyderman's research of 1959 did not include the development of an instrument to measure the strength of desire that individuals possessed concerning hygiene and motivator factors. To overcome this situation, E. F. Borgatta developed an instrument entitled the "Work Components Study" in 1967 which addressed the motivator factors potentially desired by an individual, divided into four components, and the hygienic factor, which was addressed by two components. This instrument was further refined by Cecil Miskel and Leonard Heller in 1973. Their resulting "Educational Work Components Study" is comprised of four motivator factors and two hygiene factors and will be the basis for the instrument used in this study.

With these factors in mind, it could be considered of the utmost importance to the manager to determine the importance of various hygiene and motivator factors to their employees, in order to develop the most effective organization.

Statement of the Problem

Is there a significant difference between the perceived importance of hygiene and motivator factors by staff members at a medium sized state operated facility for the adult mentally retarded? Additionally, is there a relationship between the perceived importance of hygiene and motivator factors expressed by these individuals and the selected variables of the staff members' job classification, age, race, gender, formal education, length of employment at the facility, amount of contact with population

served, job location, marital status and/or the staff persons' number of children?

For the purpose of this problem statement, the following definitions are offered:

1. **Hygiene Factor** - A factor in the context of a job which is a source of job dissatisfaction. Items can include inadequate technical supervision, oppressive organizational policies, or undesirable physical attributes of the work environment.
2. **Motivator Factor** - A component of job content giving rise to job satisfaction. Items can include the work itself, the opportunity for personal and professional growth, achievement, and recognition.
3. **Staff** - full or part time employees having obtained their positions through the Mississippi State Personnel Board.
4. **State Operated Facility for the Adult Mentally Retarded** - A facility owned by the State of Mississippi serving the needs of a population over the age of 21 and diagnosed with mental retardation.
5. **Job Classification** - a term relating to the position identification system in place at the facility denoting the staff member's primary responsibility. Examples would include Academic Teacher, Social Worker, Vocational Worker, and Direct Care Worker.
6. **Race** - the ethnic group to which the individual identifies, using the Bureau of the Census categories of White, Black or African American, American Indian and Alaska Native, Asian, Native Hawaiian or Other.
7. **Formal Education** - a variable determined by the years of education actually

completed on a scale of 0-30 years.

8. **Length of Employment at the Facility**- the period of time an individual has been employed by the facility.
9. **Amount of Contact with Population Served** - the variable addressing direct contact time with the population divided into daily time frames of less than 1 hour, one or more hours but less than 4 hours, or 4 or more hours.
10. **Job Location** - a determinant of the primary responsibilities of the staff member being associated with either the institutional (serving 11 or more individuals) or community (serving less than 11 individuals) portion of the program.
11. **Marital Status** - identifies the staff member as being married or not married.
12. **Number of Staff Persons' Children**- indicates the staff member as having zero, one, two, or three or more children.
13. **Staff Group** -identifies staff classification as professional (that requiring a degree) and non-professional (that not requiring a degree).

Research Questions

1. Is there a significant difference with respect to the perception of the importance of hygiene/motivator factors on the basis of job classification?
2. Is there a significant difference with respect to the perception of the importance of hygiene/motivator factors on the basis of age?
3. Is there a significant difference with respect to the perception of the importance of hygiene/motivator factors on the basis of race?
4. Is there a significant difference with respect to the perception of the importance of hygiene/motivator factors on the basis of gender?
5. Is there a significant difference with respect to the perception of the importance

of hygiene/motivator factors on the basis of formal education?

6. Is there a significant difference with respect to the perception of the importance of hygiene/motivator factors on the basis of length of employment at the facility?
7. Is there a significant difference with respect to the perception of the importance of hygiene/motivator factors on the basis of amount of contact with the client population served?
8. Is there a significant difference with respect to the perception of the importance of hygiene/motivator factors on the basis of job location?
9. Is there a significant difference with respect to the perception of the importance of hygiene/motivator factors on the basis of marital status?
10. Is there a significant difference with respect to the perception of the importance of hygiene/motivator factors on the basis of the staff persons' number of children?

Purpose of the Study

The purpose of the study was to identify the hygiene and motivator factors considered to be important by professional and line staff at a medium sized state operated institution for the adult mentally retarded and to determine, based on this information, if there was a statistically significant difference between the groups involved based upon job classification, age, race, gender, formal education, length of employment at the facility, amount of contact with population served, job location, marital status and/or the staff persons' number of children. The ultimate goal of the study was to provide relevant information to the administration of the institution studied regarding the perceived importance of hygiene and motivator factors of professional and line staff employed by this entity. The study was conducted at a state operated facility for the adult mentally retarded during the spring semester of the year 2000.

The specific purposes of the study were as follows:

1. To determine the perceived importance of hygiene/motivator factors on the basis of job classification.
2. To determine the perceived importance of hygiene/motivator factors on the basis of age.
3. To determine the perceived importance of hygiene/motivator factors on the basis of race.
4. To determine the perceived importance of hygiene/motivator factors on the basis of gender.
5. To determine the perceived importance of hygiene/motivator factors on the basis of formal education.
6. To determine the perceived importance of hygiene/motivator factors on the basis of length of employment at the facility.
7. To determine the perceived importance of hygiene/motivator factors on the basis of amount of contact with the client population served.
8. To determine the perceived importance of hygiene/motivator factors on the basis of job location.
9. To determine the perceived importance of hygiene/motivator factors on the basis of marital status.
10. To determine the perceived importance of hygiene/motivator factors on the basis of staff persons' number of children.
11. To present descriptive information related to the variables of this study.

Hypotheses

The following hypotheses were tested during this study:

- H1. There was a significant statistical relationship with respect to the perceived importance of the hygiene factors and the variables of job classification, age, race, gender, formal education, length of employment at the facility, amount of

contact with population served, job location, marital status and/or the staff persons' number of children.

- H2. There was a significant independent relationship between the perceived importance of the hygiene factors and each of the variables of job classification, age, race, gender, formal education, length of employment at the facility, amount of contact with population served, job location, marital status and/or the staff persons' number of children.
- H3. There was a significant statistical relationship with respect to the perceived importance of motivator factors and the variables of job classification, age, race, gender, formal education, length of employment at the facility, amount of contact with population served, job location, marital status and/or the staff persons' number of children.
- H4. There was a significant independent relationship between the perceived importance of motivator factors and each of the variables of job classification, age, race, gender, formal education, length of employment at the facility, amount of contact with population served, job location, marital status and/or the staff persons' number of children.

Limitations

Limitations of the study were associated with the informed consent process required by the Human Subjects Committee. It is the opinion of the researcher that the requirements with respect to disclosure of "adverse effects" associated with what was essentially an opinion poll resulted in lower participation rates than could have been

obtained in their absence.

Justification of the Study

The facility selected for this study began operation in July, 1976. It was described as one of five regional facilities operated by the State Department of Mental Health and has grown from an institution serving 35 individuals with mental retardation in 1976 to one serving over three hundred and fifty individuals with mental retardation in 1999.

The mission of the facility was stated to provide citizens with mental retardation and other developmental disabilities a "...comprehensive individualized array of services promoting independence and an optimal quality of life. Through an active participation of family, staff, and community, these service options were designed to enhance each individuals' quality of life through teaching skills which aided in reaching personal potential." The facility served individuals over the age of twenty one.

Services provided to clients by the facility included but were not limited to the following:

1. Community living options involving supported living for clients in supervised apartments and group homes.
2. Early intervention services for children between the ages of 0-3 that provide individualized family support plans and promote intellectual, physical, emotional, and social development.
3. Home and community based services including personal care, respite care, day, and residential habilitation.
4. Campus based educational services that address the areas of self-care, independent living, fine motor, and functional academic skills.

5. **Supported employment services that match job opportunities with clients' skills and abilities.**
6. **Sheltered workshop facilities that provide income to clients while teaching skills necessary for placement in the competitive employment process.**
7. **Diagnostic and evaluation services that provide assessment of individuals' cognitive, adaptive, and social strengths and weaknesses.**
8. **Intermediate care for individuals with mental retardation that provide comprehensive habilitative and medically related programs.**

Herzberg, Mausner, and Snyderman (1959) stated, "To discover and then reinforce the kinds of things that make people happier-to discover and then diminish the kinds of things that make people unhappy-is indeed a worthy end" (p. xi).

Along these lines Herzberg, Mausner, and Snyderman (1959) stated, "The conclusion from our study of the literature of correlational studies was that there probably is some relationship between job attitudes and output or productivity" (p. 8). Output and productivity in this instance were directly related to the quality of client care provided. Therefore, this study hoped to provide data to assist in the improvement the quality of care provided to individuals with mental retardation.

CHAPTER II
REVIEW OF THE LITERATURE

Loyalty/Satisfaction

There exists a body of literature linking the importance of job satisfaction to individual actualization and organizational performance. An individual's job satisfaction was linked to factors of loyalty and productivity. Herzberg et al. (1959) stated, "The percentage is sizable in both groups; a company may expect the degree of loyalty it gets from its employees to vary with the degree of their job satisfaction" (p. 89). This belief was not necessarily a new development in the study of organizational behavior and the quest for organizational effectiveness. Miskel, DeFrain, and Wilcox (1980) stated, "Job satisfaction, as a key concept in organizational life, first became important when the early human relationists convinced both theorists and managers that a happy worker is a productive worker" (p. 70). Conversely, Dwore and Murray (1997) stated, "Low satisfaction may be manifested in decreased job performance and pride" (p. 8). Thus motivation and satisfaction have served to increase or decrease organizational effectiveness.

Along these lines, studies have indicated that the positive and negative effects of various occurrences have been determinants of job attitudes. Herzberg et al. (1959)

stated:

First, job attitudes are a powerful force and are functionally related to the productivity, stability, and adjustment of the industrial working force. Second, the differences between satisfiers and dissatisfiers developed in the preceding chapter involve not only a qualitative difference in factors but a difference, largely quantitative, in effects. Specifically, the positive effects of high attitudes are more important than the negative effects of low attitudes. (p. 96)

With respect to motivation, Vroom (1964) stated, "We will use the term motivation to refer to a process governing choices made by persons or lower organisms among alternate forms of voluntary activity" (p. 6). Additionally, it was noted that different employees respond to different types of motivating factors and these had differing effects upon performance. Creech (1995) stated, "The 'rewards' an employee may seek from the employment relationship can have varying effects on attitude and performance" (p. 1). Thus it was important to note that the quest for one best procedure or plan to improve performance has had varying effects.

The positive effects of properly motivated individuals were not understated for both the individual and the organization. With respect to the benefits to the individual, Herzberg et al. (1959) stated, "Our findings suggest that with an increase of motivation the freeing of creative push would undoubtedly lead to some remarkable advances on the part of those individuals capable of them" (p. 138). With respect to the benefits to the organization, Herzberg (1967) stated, "The fact is that motivated people seek more hours of work, not fewer" (p. 15). Thus it was in the interest of every organization to

attempt to improve the motivational levels of their employees.

Employees have been noted, as a general rule, to exhibit high levels of commitment to their employers. Biddle (2000) stated, "...75% of 7,500 employees at many job levels and industries describe themselves as committed to their employers. Trust in leadership and the chance to use their job skills were cited as the two most important factors in loyalty" (p. A1).

Early Studies

Generally, more recent studies have discredited the work of the scientific management proponents that advocated a single methodology to accomplish any given task. Drucker (1998) stated,

Another such assumption is that the people who work for an organization are subordinates expected to do what they are assigned to do and not much else. Seventy years ago, when these assumptions were first formulated, during and at the end of World War I, they conformed closely enough to reality to be considered valid. Today every one of them has become untenable. (p. 164)

The authoritarian theory of management had both benefits and drawbacks. Maslow (1965) stated, concerning the effectiveness of authoritarian versus participatory management, "To sum it up, the experiment, while it increased productivity, it decreased loyalty, interest, involvement in the work, and so on, and caused attitudes to worsen" (p. 217).

This discussion noted the apparently perishable nature of organizational theory.

While certain practices may have been appropriate for a society at a given level of development, improvements made by that society to the quality of lives of the members have in some cases negated some theoretical advances.

Most have generally agreed that the human relations proponents of organizational behavior represented an advance upon scientific theories, but still shortcomings became apparent with respect to the concept of motivation. Herzberg et al. (1959) stated, "Although earlier studies led to the conclusion that 'autocratic' leadership was inferior to 'democratic leadership in terms of the group's morale as well as productivity, later work seems to qualify this seriously" (p. 9).

With respect to the human relations movement, Herzberg (1967) stated, "The failure of human relations training to produce motivation led to the conclusion that the supervisor or manager himself was not psychologically true to himself in his practice of interpersonal decency" (p. 15). While many individuals promoted the human relations form of management, others have indicated concerns. With these factors in mind, Herzberg (1967) stated, "The motivation-hygiene theory claims the same angle as industrial engineering, but for the opposite goals. Rather than rationalizing the work to increase efficiency, the theory suggests that the work be enriched to bring about effective utilization of personnel" (p. 16).

Many times it was attempted to force upon situations the nature of lawful relationships. Vroom (1964) stated, "We assume that the choices made by a person among alternative courses of action are lawfully related to psychological events occurring contemporaneously with behavior" (p. 14). While this was convenient from a

theoretical point of view, the reality of human behavior frequently made this unrealistic.

Maslow (1965) stated:

I think the way I'd sum up some of my uneasiness about the management and leadership literature, and my fear of a new kind of piety and dogma would be to shift the whole center of organization of the theory from the person of the leader to the objective requirements of the particular situation or problem. (p 152)

Two Factor Theory

According to Vroom (1964), "The study of motivation by psychologists has largely been directed toward filling in the missing empirical content in hedonism" (p. 10). With respect to his study of employees and motivation, Frederick Herzberg, in his publication the Motivation to Work proposed a model of employee satisfaction/dissatisfaction that some have termed the "Two Factor Theory." Maidani (1991) explained this proposal as follows:

The Two-Factor Theory, or Motivation and Hygiene Theory, purports to differentiate between intrinsic and extrinsic aspects of the job. The authors referred to the intrinsic factors as content or motivators, and they include: achievement, advancement, the work itself, responsibility, and recognition. The extrinsic factors were referred to as hygienes and included: company policy and administration, technical supervision, working conditions, salary, and interpersonal supervision. (p. 1)

Rather than treating job satisfaction as merely the continuum from not being satisfied to being satisfied, Herzberg considered the two states to be separate and almost mutually

exclusive. Basically, any individual's employment situation was comprised of items which gave rise to dissatisfaction and items related to job satisfaction.

This theory resulted from a study of a group of accountants and engineers. With respect to this study, Herzberg et al. (1959) stated:

Two findings emerge, then, from the data concerning performance effects.

According to the people we interviewed, attitudes toward the job exerted an extremely important influence on the way the job was done. In over 60 per cent of the combined high and low sequences an effect on performance was reported in the anticipated direction; that is, an improved performance related to improved job attitudes and a decrease in performance related to a change of attitude in a negative direction. (p. 86)

Based upon these factors, it was determined that positive effects of the work environment were based upon positive causes in the work environment. Negative effects of the work environment were results of negative sources in the work environment.

Based upon this conclusion, Herzberg et al. (1959) stated, "This is a basic distinction. The satisfiers relate to the *actual job*. Those factors that do not act as satisfiers describe the *job situation*" (p. 63). Job satisfiers which were the positive influences of the job that dealt primarily with content issues and were termed "motivators." Job dissatisfiers dealt primarily with contextual influences associated with the prosecution of the job and were termed "hygiene factors."

At this point, Herzberg noted the mutual exclusionary nature of the motivator/hygiene proposal. Summarizing this situation, Herzberg et al. (1959)

stated:

From these results it would appear that a better statement of the hypothesis would be that satisfier factors are much more likely to increase job satisfaction than they would be to decrease job satisfaction but that the factors that relate to job dissatisfaction very infrequently act to increase job satisfaction. (p. 80)

This proposal resulted in a continuum that was broken at the point of zero dissatisfaction and zero satisfaction. As a result, the specific issues that gave rise to job dissatisfaction could be eliminated by a variety of means, but merely addressing these issues would not give rise to job satisfaction. Conversely, the issues that gave rise to satisfaction could be pursued, resulting in an increased state of motivation, but this procedure would not reduce perceived levels of job dissatisfaction. Herzberg et al. (1959) restated this conclusion as follows:

What if there are some factors that affect job attitudes only in a positive direction? If so, the presence of these factors would act to increase the individual's job satisfaction, but the failure of these factors to occur would not necessarily give rise to job dissatisfaction. ..The absence of satisfaction to these factors would merely drop him back to this neutral level but would not turn him into a dissatisfied employee. (p. 111)

Additionally, Herzberg's work corresponded to a degree with the writings of other theorists.

Abraham Maslow was noted for developing the "Hierarchy of Needs." In his work, Eupsychian Management, he applied this proposal to the working environment,

correlating “needs” to possible areas of concern in the work place. Especially notable was his statement (1965):

I think we can call low grumbles those grumbles which come at the biological and at the safety level, perhaps, also at the level of gregariousness and belonging to the informal, sociable group. The higher-needs levels would be mostly at the level of esteem and self-esteem, where questions would be involved of dignity, of autonomy, of self-respect, of respect from the other; feelings of worth, of getting praise and rewards and credit for one’s accomplishments and the like. (p. 238)

In this respect, employee hygiene concerns noted by Herzberg, including working conditions, salary and interpersonal needs corresponded to Maslow’s lower level factors while Herzberg’s motivators correlated with Maslow’s higher order needs.

Hygiene (Context) Factors

As noted previously, factors that gave rise to job dissatisfaction and factors that gave rise to job satisfaction were determined to comprise mutually exclusive sets. With respect to this situation, Herzberg et al. (1959) stated:

The factors that are rarely instrumental in bringing about high job attitudes focus not on the job itself but rather on the characteristics of the context in which the job is done: working conditions, interpersonal relationships, supervision, company policies, administration of these policies, effects on the worker’s personal life, job security, and salary. (p. 63)

Of these factors, Herzberg et al. (1959) stated, “Company policy and administration is the single most important factor determining bad feelings about a job” (p. 71). This

situation was confirmed by Kinicki and Carson (1992), who noted that managerial policies were a leading cause of poor employee attitudes. Additionally, Herzberg et al. (1959) stated, "Technical supervision is second in the order of frequency of factors leading to low job attitudes" (p. 73). The relationship here seemed to be perfectly obvious, in that as managers were charged with implementing organizational policies, in those instances where policies were unpalatable, both the policies and the managers themselves would be blamed for their net effects.

Dissatisfaction with organizational policies and supervision seemed to be founded in the perception of inequity. Herzberg et al. (1959) stated:

In contrast with the highs, the most frequent second-level factor appearing in the low stories is a feeling of unfairness. The individual became unhappy on the job because he perceived what had happened as an indication of a lack of concern that his superiors or the company in general had for him as an individual. Often this was a feeling that the company lacked integrity. (p. 76)

Lack of concern and lack of integrity were manifested in several ways. One of particular note concerned the issue of recognition. Herzberg et al. (1959) stated:

First, that the simple failure to receive recognition can be a source for job dissatisfaction. Second, that in many of the situations in which there has been a failure to give recognition another major ingredient is the company policy and administrative practices. (p. 76)

While company policies and supervision were considered to be important determinants of the satisfactory nature of the hygiene/context dimension, other factors were considered

to be important as well.

Herzberg et al. (1959) noted that the physical condition of the workplace could be considered relevant to the hygiene needs of the worker. In some respects these factors were considered especially critical since they represented the true sources of dissatisfaction of the worker. With this factor in mind, Maslow (1965) stated, "I guess the full realization that it is an *absolute* prerequisite that nothing higher can happen before the lower needs get satisfied may do the trick, at least for intelligent and insightful people" (p. 252). Hygiene factors represented the basic needs of the workers. In order to achieve the highest level of productivity and growth, they needed to be satisfied, but were not the ultimate goal to be accomplished. Herzberg et al. (1959) stated:

Yet good hygiene cannot be an end in itself; it is merely a beginning. As we have pointed out, an over emphasis on hygiene carries within itself the seeds of trouble. It can lead to a greater and greater focus on the extraneous rewards that reside in the context of jobs. (p. 132)

Herzberg et al. (1959) noted that the presence of the dissatisfiers noted could give rise to low morale and all the associated consequences. However, Dwore and Murray (1997) noted that in at least in some cases the dilemma facing organizations was that to address these factors, capital would have to be expended, and gains would only be minimal. Herzberg et al. (1959) and Vroom (1964) noted that only by addressing the higher level needs would true improvement in productivity and organizational effectiveness be achieved.

Content (Motivators)

Several authors have noted that job satisfaction and loyalty are associated with job content factors. Young, Worchel, and Woehr (1998) noted that commitment in general is more strongly associated with intrinsic as opposed to extrinsic rewards. Maidani (1991) noted that satisfied employees in both the private and public sectors valued motivator factors significantly more than dissatisfied employees. These opinions corroborate the proposals advanced by Herzberg in that satisfaction and dissatisfaction were in actuality two separate components.

With respect to the motivational components of jobs, Herzberg et al. (1959) stated:

If we contrast the top five factors with the other eleven in the list, including salary, we can note that the top five focus on the job itself: (1) on doing the job, (2) on liking the job, (3) on success in doing the job, (4) on recognition for doing the job, and (5) on moving upward as an indication of professional growth. (p. 63)

It should be noted from the previous discussion that the factors noted above were entirely different than those giving rise to job dissatisfaction.

Several reasons were noted for the above. Vroom (1964) stated, "Interestingly enough, we find that psychologists who are concerned with occupational choice assume that individuals select occupations at least partly on the basis of content of work" (p. 127). Individuals usually have gravitated to occupations that they were at least partially interested in. Additionally, and for many individuals, the job represented more than

merely a means to earn a living. Maslow (1965) stated:

We can learn from self-actualizing people that the ideal attitude toward work might be under the most favorable circumstances. These highly evolved individuals assimilate their work into the identity, into the self, i.e., work actually becomes part of the self, part of the individual's definition of himself. (p. 1)

Thus, for many individuals, success in the endeavors that comprised the content of the job were very much more than that. These successes served to reaffirm the worth and importance of the individual. This situation was described by Herzberg et al. (1959) who stated:

The factors that lead to positive job attitudes do so because they satisfy the individuals need for self-actualization in his work. The concept of self-actualization, or self-realization, as a man's ultimate goal has been focal to the thought of many personality theorists. For such men as Jung, Adler, Sullivan, Rogers, and Goldstein, the supreme goal of man is to fulfill himself as a creative, unique individual according to his own innate potentialities and within the limits of reality. When he is deflected from this goal he becomes, as Jung says, 'a crippled animal.' (p. 114)

Employment was noted to have the potential to serve various needs. It provided the basic sustenance for life in the form of salaries used to procure the basic needs. However, and possibly more importantly, it served as a mechanism for the truly self actualized individual to express themselves in those manners which they needed to.

These factors were closely related to the requirements for recognition,

achievement, and advancement. With respect to achievement and recognition, a relationship was noted. Herzberg et al. (1959) stated:

In other words, achievement is more independent of recognition than recognition is independent of achievement. In addition, achievement is shown to be more frequently associated than is recognition in the stories with the two long-range factors of responsibility. (p 66)

This was attributed to the need for achievement and recognition to be actually earned. Recognition without achievement was considered to be essentially hollow and not fulfilling, while achievement without recognition still produced the personal satisfaction of a job well done.

The addressing of these factors was noted to have significant benefits for the organization. Herzberg et al. (1959) stated, "The factors of work itself, responsibility, and advancement are almost always associated with long-term changes in job attitudes. Rarely do they cause a change that is merely transient" (p. 64). The fact that these items were considered to be among the most important during the survey, and that the duration was increased with respect to positive effects should be sufficient grounds to reemphasize their importance to the organization.

With respect to responsibility, Mintzberg (1998) stated, "In organizations where standard operating routines are applied, the experts work largely on their own, free of the need to coordinate with their colleagues" (p. 2). This is in accordance with Peter Drucker's (1998) restatement of the "Knowledge Worker" concept. Yet, prior to Drucker's concept, Herzberg et al. (1959) stated, "We have noted earlier that the

profoundest motivation to work comes from the recognition of individual achievement and from the sense of personal growth in responsibility” (p.125). The highest goals for individuals surveyed by Herzberg was the positional authority to actually determine the actual conduct of their jobs. A type of hierarchy developed in which individuals desired the opportunity to achieve at the basic level, possibly receive truly earned recognition, but ultimately to achieve personal growth and associated therewith, a greater sense of self worth which was in its ultimate form, recognized and appreciated by co-workers and peers.

This situation was likened to that of true professionalism, of which Mintzberg (1998) stated, “The profession itself, not the manager, supplies much of the structure and coordination” (p. 2). The nature of a profession allowed individuals to set their own standards of conduct and productivity. Individuals therefore seemed to have a need to aspire to a professional type status, to satisfy their own needs and desires for control of their situation. Along with the feelings of increased self worth, the increased perception of one’s status has been indicated to have benefits for the organization as well. Vroom (1964) stated, “When the entire pattern of results is considered, we find substantial basis for the belief that participation in decision making increases productivity” (p. 226).

Increased status provided individuals with ownership in the outcomes of their performance. Herzberg et al. (1959) stated, “If you cannot give workers leeway in the way they do their work, and if most people measure up uniformly to the demands of the organization, the basis for reward cannot have anything much to do with the success or failure of the job” (p.126). Thus, by withholding control over the outcome of their work,

individuals were denied their means of creative expression and the ability to strive for their ultimate level of accomplishment. The importance of this factor was noted by Herzberg et al. (1959), who stated, “The results at the feeling level pretty much parallel the results that were found for the first level factors. They serve to emphasize the importance of professional growth as the key want of employees and as the basic determiner of positive job attitudes” (p. 79).

Self Actualization and Employment

As noted previously, gainful employment had the potential to provide the individual substantially more than a means to satisfy their basic needs. With respect to this situation, Herzberg et al. (1959) stated:

Man tends to actualize himself in every area of his life, and his job is one of the most important areas. The conditions that surround the doing of the job cannot give him this basic satisfaction; they do not have this potentiality. It is only from the performance of a task that the individual can get the rewards that will reinforce his aspirations. (p. 114)

If individuals had needs greater than basic subsistence, the work environment should serve as at least a means to attain satisfaction. This was due in no small part to practical considerations since the forty or more hours individuals applied to their jobs per week accounted for a very large percentage of their available time.

At least two authors have noted the importance of the contribution of the individual’s employment to society. Vroom (1964) stated, “Working may also serve a moral purpose for the worker. Many work roles provide their occupants with an

opportunity to contribute to the happiness and well-being of their fellow man” (p. 39). Additionally, in the context of what the organization contributed to the well-being of the employed individual, Maslow (1965) stated, “...proper management of the work lives of human beings, of the way in which they earn their living, can improve them and improve the world...” (p. 1.) Along these lines, Herzberg et al. (1959) stated, “Work is one of the most absorbing things men can think and talk about. It fills the greater part of the waking day for most of us. For the fortunate, it is the source of great satisfactions; for many others it is the cause of grief” (p. 1). The importance of work in the lives of employees was not understated. Ignoring the basic needs which employment provided for, (for many if not most individuals it represented the vehicle by which they would make their greatest contributions, not only to themselves and their families, but to society as a whole) was a serious mistake.

Career Choice

Authors such as Herzberg (1959), Vroom (1964), Maslow (1965), and Drucker (1998), among others have noted that job satisfaction has led to at least a degree of self actualization that was experienced by the worker. Certainly, some careers must have offered a greater potential for self actualization than others, so the reasons that people chose various occupations were worthy of consideration. Of particular interest, concerning Herzberg’s (1959) assertion that individuals desired advancement to the point that they controlled their efforts was why all individuals did not select supervisory jobs as their occupation.

With respect to this situation and addressing the primary issue of career selection,

Maslow (1965) proposed the following:

We don't know how many people or what proportion of the working population would actually prefer to participate in management decisions, and how many people would prefer not to have anything to do with them. What proportion of the population take a job as simply any old kind of a job which they must do in order to earn a living, while their interests are very definitely centered elsewhere outside the job? (p. 54)

With these factors in mind, it was noted that at least in some cases, persons have the potential to be mismatched between the career that they are pursuing and the ultimate goals that they feel they should attain in order to achieve self actualization. When this mismatch occurred, it seemed that the potential for the organization to motivate the individual to the extent that the organization required was constrained by the potential of the individual in the given situation.

As a matter of review, a consideration of the outcomes of employment were noted. With respect to this situation, Vroom (1964) noted the following attributes associated with work roles:

1. They provide *wages* to the role occupant in return for his services.
2. They require from the role occupant the *expenditure of mental or physical energy*.
3. They permit the role occupant to contribute to the *production of goods or services*.
4. They permit or require the role occupant *social interaction* with other persons.

5. They define, at least in part, the *social status* of the role occupant.

(p. 30)

As noted above, the employment endeavor provided a range of outcomes to the incumbent. These ranged from the provision of wages that the individual could apply to the necessities of life, to the expenditure of effort promoted by the Protestant Work Ethic (Vroom, 1964), to the development of acquaintances and the basic determinants of social class. The reasons why all individuals did not choose careers that maximized the effects of the outcomes noted above were of particular interest.

Several proposals were advanced concerning the reasons why all individuals did not gravitate to the most desirable and rewarding careers. First, Maslow (1965) stated, "That is to say, we can assume that people are born different with respect to the qualities of need to be in control, of need to defer, need to be passive or to be active, proneness to anger or to flight, etc." (p. 142). Recognizing the fact that most if not all people were different, it was only natural to conclude that not every individual had the need to be the President of the United States, the first man on the moon, or the research scientist that invented penicillin or eradicated smallpox.

Second, and equally important, was the seemingly rational quality attributed to individuals that restrained them from pursuing careers that were desirable, but unattainable due to personal limitations. Vroom (1964) stated, "We would also predict that the degree of relationship between motives and occupational choices should vary with the degree to which the choice has been 'constrained' by 'reality' factors" (p. 62). In several instances it was noted to have not been uncommon for individuals to pursue

careers which were not their desired occupations. Vroom (1964) stated:

Apart from these theoretical considerations, there is empirical evidence that preferences among occupations do not always coincide with choices. On the basis of data collected during the depression, Williamson (1939) reported that 37 per cent of college men and 46 per cent of college women did not give the same occupation as both their chosen and preferred occupations. (p. 55)

A similar conclusion was presented by Maslow (1965) who stated, "Each person must place himself in the society. This is so because each person must know his own identity and find out his own identity, meaning his own talents, capacities, skills values, responsibilities, etc." (p. 256).

Third, and equally important, was the consideration that individuals' desires for employment were constrained not only by the individuals' good judgement, but by market forces as well. Gabris and Simo (1995) stated:

Individuals selectively seek jobs that appear to satisfy a variety of personal needs and wants ranging from geographic location, to challenging work, to fringe benefits. Employers are also choosy. They seek employees who best fit their needs and who will require the least amount of retraining. (p. 4)

This situation was noted by Vroom (1964) as well, who stated, "As we noted earlier in this chapter, occupational attainment may be regarded as the result of two sets of choices—a choice of an occupation by a person and a choice of a person for an occupation" (p. 67).

With these factors in mind, the very process of career selection and choice by the

employee has been noted to be a potential source of dissatisfaction concerning the labor pool. With respect to why individuals claim to work, Vroom (1964) stated, "They work because there is work to be done, because they like work, or because they need to earn a living" (p. 29). Therefore, individuals have been noted to have possessed a variety of reasons for seeking employment, some to provide a living, others to reach their maximum potential. This situation was also noted by Gabris and Simo (1995) who stated, "The point is that individuals solicit jobs for different reasons than they choose careers" (p. 5).

This situation has been noted to have had potential effects with respect to the ability to which employers can motivate their employees. Vroom (1964) stated, "It is also clear that a disproportionately large number of persons state a preference for higher-status occupations than actually attain them" (p. 55). This situation should be considered unfortunate because it would seem that when an individual has concluded that their true desires are unobtainable, a foundation of discontent has been established. This situation was noted by Vroom (1964) who stated, "There is evidence that people do not always choose the occupation which they state they prefer, and that 'reluctant entry' into occupations is typical of persons who are lacking in ability" (p. 94).

Salary Considerations

At this point, the researcher considered the role of salaries. Drucker (1998) noted that salary increases are frequently requested by employees. This situation was noted to be especially common with respect to trades participating in organized labor, to cite one example. Additionally, monetary increases have served as a panacea for management in

that they represented a quantifiable means to attempt to solve problems, balance sheet considerations permitting. As an opposing point of view, Herzberg et al. (1959) stated:

Earnings that are the reward for outstanding performance, progress, and responsibility are signs that he is a man among men. The worker must feel that he is part of a worthwhile project and that the project succeeded because his ability was needed in it. Money alone will not do the job. (p. 118)

With these factors in mind, the actual function of salary with respect to the motivation process was considered.

Salaries were noted to have the potential to satisfy important needs of the employee. Herzberg et al. (1959) stated, "We have listed salary among the factors of hygiene, and as such it meets two kinds of avoidance needs of the employee. First is the avoidance of the economic deprivation that is felt when actual income is insufficient" (p. 116). This consideration was in accordance with Maslow's proposals relating to basic needs. It was noted to be unrealistic to expect a great deal of motivation from an individual that was hungry, inappropriately clothed, or inadequately housed.

Salaries were noted to serve as a type of mechanism validating the personal worth of the individual, at least from their perspective. Herzberg et al. (1959) stated, "Second, and generally of more significance in the times and for the kind of people covered by our study, is the need to avoid feelings of being treated unfairly" (p. 116). This situation related to the belongingness needs of the individual and Vroom's (1964) discussion of valences and outcomes. It seemed that in a group of equals, all should achieve similar rewards for similar efforts. A disparity in salaries indicated that all individuals were not

equally appreciated, and membership in the group would not be based upon interaction of true peers. With respect to valences and outcomes, if an employee perceived that effort equal to that of his associates resulted in outcomes that were less favorable than theirs in the form of less salary, a degree of dissonance was expected. This situation was noted by Herzberg et al. (1959), who stated, "To be more specific, when salary occurred as a factor in the lows, it revolved around the unfairness of the wage system within the company, and this almost always referred to increases in salaries rather than absolute levels" (p. 82).

Several authors noted the lack of correlation between monetary incentives and improved levels of motivation of the working population as a whole. Maslow (1965) stated, "One way of showing this is to stress the fact that money no longer is a very important motivation. There are now many people in our society who cannot be won away to another job by offering more money unless it is a huge amount of money" (p. 205). Additionally, Drucker (1998) stated, "Furthermore, we have known for 50 years that money alone does not motivate employees to perform much more than it motivates volunteers. Yes, dissatisfaction with money grossly demotivates" (p. 166).

With these factors in mind, it was noted that salary satisfied many needs. It served as a means to satisfy biological requirements. It served as a means of validating an individual's group membership and was also used as a mechanism to establish status. Vroom (1964) stated, "It would be incorrect to link the importance of money in our society strictly to the satisfaction of biological needs. The goods and services that are purchased with money go far beyond the need for survival" (p. 30). But it was probably

incorrect to expect monetary reward to serve as a universal means of motivation. Spitzer (1996) stated, "In fact, studies have shown that a pay raise, on average, has a motivational impact of less than two weeks" (p. 2). Studies of employees from Herzberg's (1959) review of accountants and engineers to Young, Worchel, and Woehr's (1998) analysis of blue collar public sector employees have revealed that it was the intrinsic as opposed to the extrinsic factors that provided the foundation for successful employee motivation.

The Need for Growth

In contrast to the common practice of using monetary rewards as a means to stimulate motivation, several authors noted that the most important determinant of motivation and satisfaction was the potential for personal growth. Maslow (1965) stated, "*Assume that everyone prefers to feel important, needed, useful, proud, respected, rather than unimportant, interchangeable, anonymous, wasted, unused, expendable, disrespected*" (p. 25). With respect to the need for personal growth, Herzberg et al. (1959) stated,

In contrast to recognition and achievement, where long-range and short-range attitude changes are of about equal frequency, the factor of possible growth shows more than a two-to-one ratio in favor of the long-range positive changes in feelings toward a job. The great frequency with which this need was verbalized indicates that the feeling that personal or professional growth was possible bulked very large in the psychological reactions of the individual to the kinds of situation he described as central to a high. (p. 67)

Herzberg noted that situations allowing for personal growth resulted in more long term changes with respect to the positive feelings toward the organization than any other factors. Additionally, this relationship was noted by other authors as well.

Vroom (1964) stated, "Persons with high need achievement may prefer occupations which permit the making of decisions which involve moderate degrees of risk and may also tend to choose occupations which they have a moderate probability of attaining" (p. 60). This situation was probably associated with the increased level of education in society. Creech (1995) stated, "Now the workforce is more educated and able to handle creative mental work. In fact, the employees demand it in order to satisfy the upper-level needs they find themselves at" (p. 1). Additionally, this situation appeared to uniformly occur throughout job classes. Jurkiewicz and Massey (1997) noted that the opportunity to acquire additional knowledge was ranked most desirable by both managerial and line staff.

The Emergence of the Knowledge Worker

A phenomenon was noted, mostly attributed to Peter Drucker, concerning the change in the nature of the workforce, due primarily to education levels and occupational specialization, and the emergence of the expanded service sector in the economy. These highly trained and knowledgeable specialists were engaged in technical and rapidly changing industries, most notably data processing, and represented unique challenges to management with respect to their supervision and needs fulfillment. Drucker referred to these individuals as "knowledge workers," and although they were confined probably to

a relatively few sectors of the economy, probably represented the future of the work force a whole.

These individuals represented an important asset to the organization. Drucker (1998) stated:

Once beyond the apprentice stage, knowledge workers must know more about their job than their boss does-or what good are they? The very definition of a knowledge worker is one who knows more about his or her job than anybody else in the organization. (p. 164)

This environment was much different than that confronted by the proponents of scientific and classical management. Those disciplines attempted to “manipulate” individuals in a manner that would be most appropriate for the manager to direct the organization in the area of their choosing. With knowledge workers, this was determined to not be appropriate because it was the subordinate and not the supervisor that knew the potential of their efforts.

Drucker noted that due to their specialized knowledge and value to the organization, the traditional supervisor-subordinate relationship was inappropriate when dealing with knowledge workers. Drucker (1998) stated, “Even if employed full time, fewer and fewer people are subordinates-even in fairly low-level jobs. Increasingly they are knowledge workers. Knowledge workers cannot be managed as subordinates; they are associates” (p. 164). This situation was likened to situations proposed by Herzberg, Vroom, and others who proposed that in order for the organization to motivate individuals, these workers must have a degree of control over their operating

environment in order to achieve maximum results.

Along these lines, a methodology for management was proposed. Drucker (1998) stated:

What this means is that even full-time employees have to be managed as if they were volunteers. ...Like volunteers who work for the church and the army, knowledge workers own their means of production, which is their knowledge. Their means of production are theirs, unlike the machinery, the buildings, the raw materials that industrial workers require to do their jobs. (p. 166)

The importance of voluntarism, partnerships, and associateship was noted by several authors. Maslow (1965) stated,

Now the point is this: All the experiments on enlightened management and humanistic supervision can be seen from this point of view, that in a brotherhood situation of this sort, every person is transformed into a partner rather than an employee. ...Partnership is the same as synergy, which is the same as recognizing that the interests of the other and one's own interests merge and pool and unite instead of remaining separate or opposed or mutually exclusive. (p. 66)

Through partnership, individuals become co-owners in the mission of the enterprise. They were transformed from employees being paid wages for their efforts to stakeholders with a true interest in the success of the organization.

With respect to the motivation of knowledge workers, a very specific strategy was

proposed. Drucker (1998) stated:

What motivates—especially knowledge workers—is what motivates volunteers.

Volunteers, we know, have to get more satisfaction from their work than paid employees precisely because they do not get a paycheck. They need, above all, challenge. They need to know the organization’s mission and to believe in it.

They need continuous training. They need to see results. (p. 166)

Drucker’s propositions for knowledge workers were not that different than what Herzberg (among others) proposed for all workers. The importance of work in the lives of individuals was noted by Herzberg, Vroom, and Maslow. The nature of salary has been discussed previously. But most importantly, the importance of challenge, belief in mission, the availability of training, and the need for results were all addressed in Herzberg’s “motivators” of achievement, recognition, the work itself, responsibility and advancement. With these factors in mind, knowledge workers and workers as a whole were noted to have the same needs for motivation. Additionally, and taking it one step further, perhaps all workers could be considered as knowledge workers/partners/volunteers, and should be treated accordingly. With this in mind, Drucker (1998) stated:

Implicit in this is that employees have to be managed as associates, partners- and not in name only. The definition of a partnership is that all partners are equal. It is also in the definition of a partnership that partners cannot be ordered. They have to be persuaded. Increasingly, therefore, the management of people is a marketing job. (p. 166)

Managers in order to achieve the maximum of performance were required to assume the

roles of facilitators. Instead of issuing orders, these individuals were required to convince their “associates” of the proper course of action.

The Role of Management

Employee satisfaction and performance were noted to have been the product of the inputs of the employee’s needs and capabilities and the managerial abilities of the supervisor. A review of all theories of appropriate styles of management was beyond the scope of this work. However, one desired outcome of the managerial process was proposed by Mintzberg (1998) who stated, “This is the role of the covert leader: to act quietly and unobtrusively in order to exact not obedience but inspired performance” (p. 1).

In his book, Eupsychian Management, Abraham Maslow discussed the factors involved that would comprise an ideal form of organization. With respect to the managerial function, Maslow (1965) stated:

The best managers increase the health of the workers whom they manage. They do this in two ways: one is via the gratification of basic needs for safety, for belongingness, for affectionate relationships and friendly relationships with their informal groups, prestige needs, needs for self-respect, etc.; the other is via the gratification of the metamotivations or the metaneeds for truth and beauty and goodness and justice and perfection and law, etc. (p. 75)

Therefore, the manager in reality was considered to have a greater responsibility than merely achieving the production quotas of the organization. This proposition was not unlike proposals set forth by Blake and Mouton in their various publications concerning

the Managerial Grid Theory, which emphasized both concern for production and concern for the worker.

A similar proposal concerning the requirements of the manager was set forth by another group. Dwore and Murray (1997) stated:

Managers must maintain their own motivation and job satisfaction as well as those of their subordinates. They are called upon to convince employees to work harder and smarter, to behave like owners and internalize organizational objectives and initiatives. (p. 2).

The authors made an interesting point. Not only was the manager responsible for the motivation of their employees: it was also noted that the manager was responsible for his own motivation as well. Additionally, the proposal for workers to assume the behaviors of owners was not unlike Drucker's insights concerning the knowledge worker and Maslow's recommendations concerning partnerships. Again, these recommendations were in accordance with Herzberg's motivators of achievement, the work itself and responsibility.

Along similar lines, Mintzberg noted certain managerial practices in the health care environment. With respect to the supervisory relationship that existed with the professional staff, Mintzberg (1998) stated:

Most professional workers require little direct supervision from managers.

Indeed, many hospital physicians and university professors like to describe their structures as upside down, with themselves in charge at the top and with the managers on the bottom to serve them. (p. 3).

Thus, possibilities existed with respect to alternatives to the traditional form of “top down” management. At least in some areas of the economy, giving line, albeit professional employees, greater authority has resulted in positive effects. This again was in accordance with Drucker’s discussion of the knowledge worker and Herzberg’s theories concerning motivation. As individuals become more professional like, serious consideration should be given to appropriate treatment.

Relationship to Other Studies

The group surveyed during this study represented a somewhat unique combination of employment qualities that, in aggregate, was not specifically addressed in the literature. All participants in this study were governmental employees working for a large state agency. Services provided by the group were of the health care nature, but in the specialized area of mental health/mental retardation. Groups represented included both professional and non professional, and education levels ranged from high school equivalent to Doctors of Philosophy and one Medical Doctor. Services provided included habilitation and daily living training, primary medical care, psychological services, social services, vocational, occupational, and recreational therapy.

Several authors noted the attributes of public sector employees and factors to be considered with respect to their motivation. With respect to the choice of careers, Gabris and Simo (1995) stated, “Public motivation consists partly of ‘rational’ choices to participate by individuals to participate in public policy formulation processes, conscious commitment to various programs, or the decision to advocate for specific groups or positions” (p. 1). While this situation might have been descriptive for some choosing the

public sector as a career, it probably was not appropriate for our sample. More realistically, motivation to work at the facility was more in relation to individuals having appropriate skills for the positions, and the choice being made by the facility to accept their service, per Vroom (1964).

Concerning employees in general, Maidani (1991) noted that satisfied employees in both private and public sectors valued motivator factors significantly more than dissatisfied employees. (p. 2) Choice of career aspects notwithstanding, several comparisons have been made between employees in the public and private sector. With respect to Herzberg's hygiene and motivator factors, Maidani (1991) stated, "Thus, public employees value hygiene factors significantly more than the private employees" (p. 3). The concern for hygiene factors plus the desire for motivators was reaffirmed by Jurkiewicz and Massey (1997), who stated, "...today's municipal employees are more concerned with job security, salary, and opportunities for personal and professional advancement than they are with benefitting society, team work, or autonomy" (p. 1).

Additional differences were noted concerning the difference between public and private sector employees. Karl and Sutton (1998) stated:

Unlike workers in the '70s and '80s who valued interesting work above everything else, the results of this study suggest today's workers place the highest value on good wages and job security. A comparison of public and private sector workers revealed private sector workers place the highest value on good wages, while public sector workers valued interesting work the most. (p. 1)

With these factors in mind, it was noted that at least superficially, public and private

sector employees attributed different qualities to the positive aspects of their jobs. This possibly represented a bias on the part of the employees that compensated for the motivator factors that they felt their jobs did not provide. With respect to this situation, Maidani (1991) noted that the public sector experienced less satisfaction with recognition, advancement, accomplishment, and developmental skills than the private sector.

The fact that public sector employees expressed dissatisfaction with the motivators noted above did not necessarily mean that these individuals did not consider these factors important. As the result of a survey of line level municipal employees, Young, Worchel, and Woehr (1998) stated:

The results indicated that the following were positively and significantly related to commitment: promotion and satisfaction, job characteristics, communication, leadership satisfaction, job satisfaction, extrinsic exchange, intrinsic exchange, extrinsic rewards and intrinsic rewards. Contrary to expectations, pay satisfaction did not correlate significantly with commitment. (p. 1)

Thus, while public sector employees reported general satisfaction with their jobs, the statement above indicated that a very great potential existed for the improvement of the motivational aspects of public employees' jobs.

The public sector demonstrated several differences when compared to the private sector. With respect to overall satisfaction, Maidani (1991) stated, "The results of the survey indicated that a larger majority of satisfied employees were in the public sector" (p. 3). There were probably several reasons for this situation. One, related to changes in

the economy, was noted by Jurkiewicz and Massey (1997) who stated, “The strong desire for a stable and secure future expressed by both groups confirms much of the literature on public sector employee motivation, and speaks well to the increasingly unpredictable job environment in the United States” (p. 4).

The Importance of Addressing Turnover

Vroom (1964) and Herzberg (1959) both noted an apparent relationship between job satisfaction and productivity. With this factor in mind there should have existed a linkage between dissatisfaction, diminished productivity, and turnover. Accordingly, Herzberg et al. (1959) stated, “Can one add up the cost of such a great amount of turnover, the difficulty of obtaining personnel, and the losses to industry of having on the staff people who have quit the company psychologically?” (p. 89). Additionally, when employees voluntarily terminated, the ability of the organization to achieve its goals was noted to have been, at the very least, compromised. Vroom (1964) stated, “A shortage of personnel who are both competent and willing to work in a given occupation places serious restrictions on the degree to which the system can attain its goals” (p. 50).

White (1995) noted that in the healthcare industry, turnover rates have exceeded 75%. Additionally, the cost associated with replacing individuals has been estimated to range between one third of (White, 1995) to one and one half times (Schellenbarger, 2000, January 26) the salary of the position involved. With these factors in mind, a review of the reasons for which individuals terminated employment was conducted.

The employee was noted to have been confronted with many considerations when

voluntary termination was contemplated. Maslow (1965) stated:

Why should a necessary and valuable person stay in a job rather than move to another one? Well, is it not that he likes the house he lives in or that he has a pleasant boss to work with or pleasant colleagues or that the secretary that he works with is cheerful rather than surly or that the janitors are obliging rather than nasty or even such a thing as that the place is attractive rather than ugly? Certainly the questions of climate and weather and education for the children, etc., are all taken into account by any sensible person. (p. 206)

When an individual decided to terminate employment, the situation involved much more than the choice not to report to their traditional duty station at a given point in time. For a rational person, the decision involved the weighing of the benefits of the avoidance activity with the costs associated with the loss of the positive factors noted above.

With respect to the possible occurrence of voluntary termination of employment, certain individuals were noted to be more reluctant than others. For instance, it was noted that the most highly trained individuals would consider termination only in particular situations. Vroom (1964) stated:

The probability of the occupational choice being reversed should also be an increasing function of the transferability of the person's investment in his chosen occupation. If the actions taken to implement the occupational choice are equally applicable to a number of occupations, the force corresponding to each should be increased, and the choice may be altered with little or no additional cost. (p. 88)

In this respect, an organization's turnover rate for those with specialized training as noted

was related to the number of similar organizations in their operating area. If that organization offered employment opportunities for individuals that were essentially duplicated by other organizations in their operating area, the potential for turnover would be much greater than for a unique organization with few or no local competitors, at least to a point. It would seem though that much would depend on the willingness of employees to relocate. If this willingness was great, an even larger relationship should exist.

In addition to the economic and emotional ability of individuals to be able to voluntarily terminate, several authors noted the influence of job satisfaction upon retention. Vroom (1964) stated, "We are tempted to conclude from these findings that consideration of subordinates on the part of a supervisor results in a high level of satisfaction which in turn is reflected in relatively low turnover rates, grievances, and absences" (p. 112). This conclusion was reaffirmed by Karl and Sutton (1998), Dwore and Murray (1997) and Miskel, DeFrain, and Wilcox (1980). With these factors in mind, and as White (1995), Kinicki and Carson (1992), and Schmit and Allscheid (1995, Autumn) noted, improved employee satisfaction achieved through the analysis of the perceived importance of hygiene and motivator factors essentially guaranteed the improved profitability of the organization, through reduced training costs, reduced employee attrition and the potential for the provision of a higher level of service to its customer base.

Problems Associated With Personnel Practices

It was noted that employee motivation was a factor of not only the extrinsic and

intrinsic rewards that the organization provided but also the entity's method of recruitment and selection and the department responsible for such activities. Kinicki and Carson (1992) noted that a high quality human resources department had both direct value with respect to successful programs and indirect value with respect to employee perceptions. Additionally, Herzberg et al. (1959) stated, "It has become almost axiomatic in the field of industrial relations that a knowledge of what a worker wants from his job is essential to sound personnel practice" (p. 107).

The selection process that an organization exhibited was of critical importance to the degree to which satisfaction of its employees could be expected. Concerning this situation, Maslow (1965) stated:

Again we are confronted with the necessity which Drucker overlooks of selecting and choosing and screening the people for whom eupsychian management principles will work. Again we find that they tend to be relatively healthy and strong people, relatively nice and good and virtuous people. (p. 31)

Mechanisms were necessary to screen those individuals that were not receptive to the organizational mission, in order to have at least a chance of providing these individuals with the potential for satisfaction.

Along similar lines, White (1995) stated, "Most companies with high turnover usually have a weak selection processes" (p. 2). Weak selection processes failed to determine those numerous undesirable characteristics which served as a hindrance to

effective motivational processes. White (1995) stated:

People whose backgrounds include theft, violence, current illegal drug use and frequent job dismissals are likely to continue past behavior patterns. Hiring individuals without screening for these factors will lead not only to higher turnover but also to increase, theft, violence and workplace accidents.

Consequently, a company experiences a greater risk of incidents that could lead to a negligent hiring claim and its attendant legal costs and negative publicity. (p. 2)

An organization without a meaningful methodology to segregate the best potential employees from those with little or no potential was basically in a difficult position to assimilate new employees into the culture of the organization that would benefit from the types of motivators the organization was able to provide.

Another problem with personnel administration was noted to involve the attempt by organizations to instruct employees as to what they desired as opposed to being responsible to employee needs. Herzberg et al. (1959) stated:

Many practitioners of personnel administration, however, accept the seemingly variable nature of the job needs expressed by employees as evidence for the irrationality of employee motivation. Since what the individual says he wants from his job is transient and unsystematic, a sound personnel practice will ignore what the individual says and tell him what he wants. This is often done through a company's communications media. Information is distributed about benefit programs, job security, safety, company leadership in the field, and the free-

enterprise economic system. The ostensible purpose of these programs is to keep the employees informed, but it is evident that an equal purpose is to bring to the attention of the employees the areas in which they should gain their satisfactions. (p. 109)

Personnel departments were noted to have a responsibility with respect to the growth of employees. Herzberg et al. (1959) stated, "Even though this was not reported by our respondents, it is likely that a successful supervisor was often instrumental in structuring the work so that his subordinates *could* realize their ability for creative achievement" (p. 135).

As noted previously, the hiring function is essentially a two step process. With respect to the employee, Vroom (1964) stated, "Individuals not only have preferences concerning occupations but also make choices among them. Before entering the labor force each person must select from among the various forms of work which are available and then strive to implement his choice" (p. 53). But the employer has a very important role with respect to the motivational function at the time each individual is hired. As noted by Maslow (1965), "The healthier the workers are to start with, the more they profit psychologically from eupsychian management and the healthier they become" (p. 76).

Independent Variables

The literature noted various relationships between the independent variables of job classification, age, race, gender, formal education, length of employment, amount of contact with the population served, job location, marital status, and the number of the

employee's children and historically determined needs concerning the various aspects of hygiene and motivator factors. A summary of these relationships is presented below.

Job Classification. The relationship of job classification to employee satisfaction was noted by several authors. Vroom (1964) summarizing a 1960 study of Veroff, Atkinson, Feld, and Gurin stated,

The strength of need for achievement was positively related to the status of the occupation. Sixty per cent of the men working in the professions and 59 per cent of the managers and proprietors obtained scores which were above the median on this variable, as compared with only 45 per cent of the unskilled workers and 44 per cent of the farmers. (p. 65)

Associated with this situation, Herzberg et al. (1959) noted that employee satisfaction seemed to increase in relation to occupational level. Additionally, Dwore and Murray (1997) noted that career advancement was a desired attribute of the lower ranking positions in an organization.

Age. Several authors considered the implication of age with respect to employee satisfaction and motivation. Herzberg et al. (1959) noted that younger individuals were most adverse to "...tedious and unfulfilling jobs" (p. 98). Additionally, these authors noted that the highest levels of morale were exhibited by individuals in the higher age groups. On a related note, Karl and Sutton (1998) noted that older workers rated working conditions higher in importance than younger workers.

Race. The issue of race was not specifically mentioned in the literature as a determinant of job satisfaction or motivation. However, Vroom (1964) noted this

variable to have been a component of the inputs that an individual brought to their potential employer during the interview process and possibly had some relation to their outputs on the job. Also, while not strictly a matter of race, Maslow (1965) noted that some ethnic groups were less responsive to participatory management than others. This situation was attributed mostly to political developments in specific countries as opposed to any biological or genetic factors.

Gender. The issue of gender was addressed in some depth only by Vroom. Unfortunately, his conclusions were drawn while the Equal Rights Movement was still in its formative stages during the 1960s. With this factor in mind, his conclusions were suspect after the passage of several decades. With respect to women in the workforce, Vroom (1964) stated:

The situation confronting the woman in our society is somewhat different. Because she alone has the capacity to give birth and to nurse children, her primary function is seen as one of mother and homemaker. It is indeed possible that, for married women with children, social pressure may tend to increase the force on her away from working. (p. 42)

Surely at least the proponents of the Equal Rights Amendment would take exception with this point of view.

Slightly less controversial were notations by Vroom concerning relative levels of motivation based upon gender. Vroom (1964) stated, "A further indication of the greater importance of work to men is Brayfield, Wells, and Strate's finding (1957) that job satisfaction is more highly correlated with general satisfaction among employed men

than employed women” (p. 43). With these factors in mind, indications of the literature concerning the effects of gender upon motivation and satisfaction were at least dated, but more realistically, probably based upon unrealistic propositions.

Formal Education. The level of education of employees was noted to result in certain effects with respect to the prediction of needs. Herzberg et al. (1959) noted that individuals that were “college-trained” were aversive to tedious jobs and those which were not fulfilling. Additionally, Herzberg et al. (1959) stated, “Recognition was cited more frequently by individuals of high than those of lower educational level” (p. 98). These authors also noted that the highest morale was associated with groups high in education. Associated with this situation, Vroom (1964) noted that the degree of education an individual possessed was directly related to the career options available to them. Thus, individuals with lesser degrees of educations were automatically excluded from many conceivably rewarding occupations. Finally, Vroom (1964) stated, “Individuals with a high level of mental ability tend to prefer occupations which seem to require a higher level of this ability, while those with less mental ability tend to prefer simpler, less demanding occupations” (p. 69).

Length of Employment. This variable was not specifically noted in the literature to be a factor contributing to job satisfaction or motivation, but deductively should have been considered as an indicator of either job satisfaction or the degree of tolerance that employees possessed concerning unsatisfactory conditions or the lack of motivational factors. Related to this situation, Vroom (1964) noted that executives were more likely to define success as career accomplishment, whereas first level supervisors tended to

view success in terms of achieved security and being a good provider for their family. Also, Karl and Sutton (1998) noted that job satisfaction resulted in less turnover. Thus, longevity in employment could have possibly been construed to indicate the possibility of satisfaction with, if not tolerance of, the work environment.

Amount of Contact with the Population Served. This variable was somewhat specialized with respect to the unique mission of the sample studied, so was not specifically noted in the literature. However, at a more in depth level this variable represented the true mechanism by which the organization accomplished its mission and represented the issue of work content. Work content, addressed by Herzberg et al. (1959) was considered to be synonymous with the “work itself,” a motivator factor. These authors also noted that when individuals found their work exciting, interesting or satisfying, they were able to overcome other shortcomings in the contextual realm of their job task. To achieve the maximum potential as an employee and an individual, Vroom (1964) and Maslow (1965) noted that the subject in question should place great value on the outcomes of his efforts.

Job Location. As with the previous variable, the consideration of “Job Location” was not specifically noted in the literature. However, this variable was effectively a component of the contextual factors of the job, as discussed by Herzberg (1959). With respect to the importance of hygiene factors, Herzberg et al. (1959) stated, in relation to line level jobs with little opportunity for motivation:

These jobs are atomized, cut and dried, monotonous. They offer little chance for responsibility and achievement and thus little opportunity for self actualization.

It is here that hygiene is exceptionally important. The fewer the opportunities for the “motivators” to appear, the greater must be the hygiene offered in order to make the work tolerable. (p. 115)

Thus, job location when considered in the context of being a hygiene factor was especially important. While hopefully not the case in this study, in the absence of motivational factors in the workplace, the nature of the contextual factors was noted to have the potential to alleviate the negative factors in a job task, resulting in a more palatable situation for the employee.

Marital Status/Number of Employee’s Children. These two variables, while separate and distinct, were addressed by Karl and Sutton (1998) who noted that the more dependents an employee had, the greater the concern was for security. Conversely, the concern for interesting work was decreased. While not specifically stated, this situation was probably most applicable to the primary wage earner in the family unit.

Conceivably, unmarried individuals would have exhibited an even greater need for security, due to increased responsibilities involved and the lack of even minimal support from a spouse.

On a related note, Vroom (1964) stated, “Conceivably, boys, through identification with their fathers, are more likely to learn the desirability of being ‘a good provider’ for one’s family, while girls may be more likely to acquire the ‘socio-emotional’ concerns of their mothers” (p. 93). Thus, in relation to the perception of the

importance of various gender roles, previous experience with the family unit could impact employment related behaviors concerning marital relationships and family needs.

CHAPTER III

METHODOLOGY

Subjects

The participants of this study were comprised of the employees in the programmatic component of a state owned facility for the adult mentally retarded. The facility was located in a relatively rural area approximately one hour from the state's largest city and capital, and another large (for the state) city. These cities represented the closest access to comprehensive institutions of higher learning.

Major employment opportunities in the area were provided by the poultry industry, non-organized light manufacturing, and primarily low grade retail, financial, and food service establishments. The county which was the primary location for the facility also included one private (for profit) mental health service provider, two small hospitals, and several "home health" providers concerned primarily with medical care.

The facility studied was certified as an intermediate care facility for the mentally retarded. With respect to employees, the "Interpretive Guidelines-Intermediate Care Facilities for Persons with Mental Retardation" imposed several requirements. Section 483.430 addressed the condition of participation, "Facility Staffing." In the guidance to surveyors section, the statement was made, "The Condition of Participation of Facility Staffing is met when: The Condition of Participation of Active Treatment is met (i. e., there are sufficient numbers of competent trained staff to provide active treatment.);..."

With respect to active treatment, Section 483.440 described the developmental areas in which assessment and active treatment are required. These were:

1. Physical development and health
2. Nutritional status
3. Sensorimotor development
4. Affective (Emotional) development
5. Speech and language (communication) development.
6. Auditory functioning
7. Cognitive Development
8. Social Development
9. Adaptive behaviors or independent living skills
10. Vocational (prevocational) development, "as applicable"

With these factors in mind the facility has developed a departmentalized organization to ensure that all of the above areas are addressed. These programmatic departments were described as follows.

Education. The Education Department was comprised of primarily the job titles (1) Academic Teacher I, (2) Academic Teacher II, (40) Teacher Aid, and (3) Academic Teacher III.. This department was responsible for addressing the areas of sensorimotor development, affective (emotional) development, speech and language (communication) development, auditory functioning, cognitive development and adaptive behavior or independent living skills.

Psychology. The Psychology Department was comprised of the job titles (31)

Psychologist I, (32) Psychologist II, and (33) Psychology Technician. It had responsibility for the areas of affective (emotional) development.

Social Services. The Social Services Department was comprised of the job titles (37) Social Worker Inst. and (38) Social Worker Inst. Advanced. It was responsible primarily for the area of social development.

Vocational Services. The Vocational Services Department was responsible for vocational development. It was staffed by primarily by the positions (14) DRS Work Adjustment I, and (15) DRS Work Adjustment II.

Dietary Services. The Dietary Services Department was responsible for client nutritional status. While predominately a support department, the certification requirements were met by an individual in the position of (8) Dietician II, and thus an important component in the active treatment process.

Recreational Services. The Recreation Department was responsible for areas of physical development and health, affective (emotional) development, and social development. It was staffed by the positions (23) MH recreation Therapist, (24) MH Recreation Therapist II, (34) Recreation Coordinator, and (35) Recreation Supervisor II.

Medical Services. The Medical Services Department was responsible for physical development and health, nutritional status, and sensorimotor development. It was staffed by the job titles (7) Dental Hygienist, (25) Nurse I, (26) Nurse II, (27) Nurse III, (28) Nurse IV, (29) Nurse Licensed Practical I and (30) Nurse Licensed Practical II.

Community Services. The Community Services Bureau was responsible for providing all services noted above, in some form, and was staffed in a similar manner.

Section 483.430 addressed the specific requirement for the provision of direct care staff who were delegated the responsibility of managing and supervising clients in accordance with their individual program plans. This requirement was addressed by the job titles (5) Clothier, (16) Housekeeper, (18) MH Direct Care Alternate Supv, (19) MH Direct Care Supervisor, (20) MH Direct Care Trainee, (21) MH Direct Care Worker, (22) MH Direct Care Worker Adv, and (36) Resident Serv Program, Supervisor.

Three areas not specifically addressed by minimum standards but important to the study due to the number of individuals involved were those classified “Paraprofessional,” “Programmatic Administration,” and “Other.” The justification for their inclusion was as follows.

“Paraprofessionals” were important due to the number of positions allocated and their importance to the program. While many of these positions as advertised listed in their desirable qualifications the possession of an associates degree, they were generally filled at the high school equivalent level of education. Therefore, while assigned to many discipline based departments, the incumbents lacked the educational experience to be included in a true professional category. With little or no academic background in their functional areas, they had the potential to be quite mobile, being able to transfer to other departments in similar capacities as they so desired. With these factors in mind, it was proposed that these individuals had more in common with others in their positions

than they had with their organic departments. Job titles included (10) Director IV, (11) Director V, and (41) Vocational Training Instructor.

The “Programmatic Administration” classification related to the middle level of management of the facility. Most if not all of these individuals were teachers and psychologists that had been promoted to an administrative capacity. Therefore, while representing training as diverse as their departments, by nature of their responsibilities and duties they were more of the nature of bureaucrats as opposed to programmatic employees and thus were treated as a separate group. Job titles included (9) Dir, Interdisciplinary Programs, (12) Division Director I, (13) Division Director II.

“Other Professionals” and “Other” were those that represented important disciplines, but due to their relatively small number, were included in a summary category. Job titles included (4) Case Manager, (6) Coord Hlth Fac Qual Assur, (8) Dietician II, (17) Human Services Worker, (39) Speech Language Pathologist, and (42) Other.

Individuals in the programmatic component of the institution were asked to volunteer for participation in the survey. Prior approval was obtained from the facility director, the research committee, and the appropriate departmental heads. The breakdown of total employees by job category with respect to the programmatic or non programmatic nature of their duties is listed in Table 1 below. A total of 508 individuals were employed by the facility in the spring of the year 2000. Of these however, a total of ninety-seven individuals were identified by job classification as “non-programmatic” in that they were assigned to supportive departments of the organization, such as

administration, business services, maintenance, and personnel, to cite a few examples.

With these factors in mind a total population of 410 individuals were available to participate in the survey.

Table 1

Employees by Job Title and Assignment

<u>Title</u>	<u>Total</u>	<u>Programmatic</u>	<u>Non- Programmatic</u>
Academic Teacher I	13	13	0
Academic Teacher II	5	5	0
Academic Teacher III	1	1	0
Accountant/Auditor II	2	0	2
Accountant Auditor III	1	0	1
Accounting Clerk	2	0	2
Accounting/Auditing Tech	1	0	1
Admin Assistant II	1	0	1
Auditor, Internal	1	0	1
Bureau Director I	3	2	1
Case Manager	4	4	0
Clothier	1	1	0
Coord Hlth Fac Qual Assur	5	5	0
Dental Hygienist	1	1	0
Dietician II	1	1	0
Dir, Interdisciplinary Progs	1	1	0
Director IV	1	1	0
Director V	3	2	1

(table continues)

Table 1 (continued)

Division Director I	5	5	0
Division Director II	8	6	2
DP Data Control Clerk	1	0	1
DRS Work Adjustment I	6	6	0
DRS Work Adjustment II	7	7	0
EAP Coordinator	1	0	1
Equip. Operator Light Veh.	3	0	3
Equip. Operator Mat Hand.	4	0	4
Exec 2/MH-Inst. Dir.	1	0	1
Facilities Maint. Manager	1	0	1
Facilities Maint. Repairer II	15	0	15
Facilities Maint. Supervisor	4	0	4
Facilities Maint. Superintendent	1	0	1
Facilities Maint. Worker	1	0	1
Food Service Supervisor II	1	0	1
Housekeeper	1	1	0
Housekeeper Senior	1	0	1
Human Services Worker	1	1	0
MH Direct Care Alternate Supv	6	6	0
MH Direct Care Supervisor	10	10	0
MH Direct Care Trainee	17	17	0
MH Direct Care Worker	137	137	0
MH Direct Care Worker Advanced	70	70	0
MH Institutional Dir Asst	1	0	1
MH Recreation Therapist I	3	3	0
MH Recreation Therapist II	1	1	0

(table continues)

Nurse I	4	4	0
Nurse II	4	4	0
Nurse III	3	3	0
Nurse IV	1	1	0
Nurse Licenced Practical I	3	3	0
Nurse Licensed Practical II	16	16	0
Personnel Assistant	1	0	1
Personnel Dir, Moderate Agency	1	0	1
Personnel Officer II	1	0	1
Personnel Officer IV	1	0	1
Pharmacist II	1	0	1
Physical Plant Director	1	0	1
Physician Senior	1	0	1
Program Coordinator	1	0	1
Programmer Analyst II	1	0	1
Property Officer III	1	0	1
Psychologist I	13	13	0
Psychologist II	3	3	0
Psychology Technician	4	4	0
Public Information Officer	1	0	1
Purchasing Agent II	1	0	1
Recreation Coordinator	1	1	0
Recreation Supervisor II	2	2	0
Resident Serv Program, Supervisor	5	5	0
Retail Store Manager	1	0	1
Safety Security Inspector	1	0	1

(table continues)

Secretary	9	0	9
Secretary Administrative	1	0	1
Secretary Principal	8	0	8
Security Officer I	7	0	7
Senior Systems Administrator	1	0	1
Social Worker Inst.	8	8	0
Social Worker Inst. Advanced	2	2	0
Speech Language Pathologist	1	1	0
Switchboard Operator	4	0	4
Systems Manager I	1	0	1
Teacher Aid	3	3	0
Training Coordinator	2	0	2
Vocational Training Instructor	30	30	0
Warehouse Clerk	3	0	3
Warehouse Manager	1	0	1
Total	508	410	98

Of this population of 410 programmatic employees, a sample of 225 was surveyed. In instances where this resulted in an other than an integer, the sample was rounded to the next integer. Additionally, while specific programmatic disciplines were required, the practicalities of departmentalization somewhat blurred functional lines. As noted above, the Education Department included professionals from disciplines other than those of teachers, to cite one example. With this situation in mind, employees were reclassified in accordance with functional as opposed to departmental parameters. Job titles, as noted on the instrument, were combined as follows relating to functional areas.

Teachers- Including the job titles (1) Academic Teacher I, (2) Academic Teacher II, and (3) Academic Teacher III.

Direct Care- Including the job titles (5) Clothier, (16) Housekeeper, (18) MH Direct Care Alternate Supv, (19) MH Direct Care Supervisor, (20) MH Direct Care Trainee, (21) MH Direct Care Worker, (22) MH Direct Care Worker Adv, and (36) Resident Serv Program, Supervisor.

Medical- Including the job titles (7) Dental Hygienist, (25) Nurse I, (26) Nurse II, (27) Nurse III, (28) Nurse IV, (29) Nurse Licensed Practical I, and (30) Nurse Licensed Practical II.

Paraprofessional- Including the job titles (10) Director IV, (11) Director V, (14) DRS Work Adjustment I, (15) DRS Work Adjustment II, (40) Teacher Aide, and (41) Vocational Training Instructor.

Programmatic Administration- Including the job titles (9) Dir, Interdisciplinary Progs, (12) Division Director I, (13) Division Director II.

Recreation- Including the job titles (23) MH Recreation Therapist, (24) MH Recreation Therapist II, (34) Recreation Coordinator, and (35) Recreation Supervisor II.

Psychology- Including the job titles (31) Psychologist I, (32) Psychologist II, (33) Psychology Technician.

Social Work- Including the job titles (37) Social Worker Inst. and (38) Social Worker Inst. Advanced.

Other Professional- Including the job titles (4) Case Manager, (6) Coord Hlth Fac

Qual Asssur, (8) Dietician II, and (39) Speech Language Pathologist.

Other- Including the job titles (17) Human Services Worker and (42) Other.

Data Collection

The independent variables of the staff member's job classification, age, race, gender, formal education, length of employment at the facility, amount of contact with population served, job location, marital status and the number of the staff persons' children were collected as a component of the instrument as it was administered. The collection of data for the study was conducted using the following steps:

1. Approval was requested from the Human Subjects Review Committee at the University of Southern Mississippi to proceed with the study per Appendix C.
2. Approval was requested from the Research Committee at the selected facility.
3. Approval was requested from the department heads and area coordinators to have the instrument administered to their employees. Effort were made to survey appropriate percentages of individuals in those departments possessing multi-disciplinary organization.
4. Having obtained approval, the instrument was distributed to the appropriate departments.
5. Designated individuals were instructed to distribute the instrument to their staff in the ratios noted. They were informed that each individual should be encouraged to read the instruction paragraph before attempting to begin. These individuals were encouraged to stress the importance of completing all items.
6. Once the instruments was administered, they were collected by the designated

administrators and returned to the researcher.

Instrumentation

As noted in Chapter I, a perceived shortcoming of Herzberg's 1959 formulation of the "Two Factor Theory" was the failure to devise an instrument to measure the strength of the needs of individuals concerning hygiene and motivator factors.

Instrumentation has been developed subsequently, however, that has been determined to measure these strengths of desires, although in a slightly modified form. While Herzberg considered job satisfaction to be related to hygiene and motivator needs (two factors), instruments that have been developed divide motivators into four to five components, while the hygiene factors has been addressed by two factors. Therefore, as motivation has been re-defined by Borgotta (1967) and by Miskell and Heller (1973) as being comprised of multiple factors, an analysis of the motivator needs of the individual must address each of these factors in turn. Stated another way, the study of each subject should result in four to five scores related to motivation, as opposed to one, and two scores addressing the strength of hygiene needs.

The instrument used in this study, the "Service Providers Work Components Study" (SPWCS) was a modification of an instrument based upon the Work Components Study developed by Edgar F. Borgatta. Borgatta (1967) noted that this instrument in its original form was designed to measure employees' work motivation in the industrial setting, using Herzberg's "Two Factor Theory" as its conceptual foundation. The Work Components Study was refined from a six factor study into an instrument addressing seven scored elements and was correlated with other studies addressing personality,

ability, and respondents' aspirations per Borgatta, Ford and Bohrnstedt (1968, October). Miskell and Heller (1973, Fall) noted that the Work Components Study was credited with Cronbach's alpha coefficients ranging from .66 to .83 for the seven factors.

The Work Components Study was modified by Cecil Miskel and Leonard Heller into an instrument that was appropriate for the educational environment and termed the Educational Work Components Study (EWCS). Before modification was effected, Miskell and Heller (1973, Fall) stated, "However, before verifying the instrument as a predictor of job performance in school administration, it was necessary to empirically test the WCS for factor stability and reliability in the school organization" (p. 45).

In the testing process, Miskell and Heller first attempted to eliminate the industrial bias of the Work Components Study. These authors stated, (1973, Fall):

To modify the WCS for use in the public schools and yet preserve the content, the original items were reworded by replacing those words pertaining to an industrial work situation with words indicating an educational work situation. For example, "school" was substituted for "company" and "industry" was replaced with "school district." (p. 46)

Having made the above modifications, the instrument was administered to a group of 745 educators.

Miskell and Heller (1973, Fall) noted that testing involved varimax orthogonal and maxplane oblique R-factor analysis, as well as the calculation of Cronbach's alpha coefficients. With respect to the acceptability of factors undergoing the testing process, these authors stated:

The criteria are as follows: a.) minimum factor loadings of .40 after the varimax rotation, b.) minimum pattern loadings of .40 after the maxplane rotation, c.) minimum structure loadings as product moment correlations of the variables with the oblique factors of .40, d.) a reasonable consistency between items and factor content, e.) items loading on the factors indicated by the original developers, and f.) minimal cross loading on two or more factors. (p. 47)

As a result of this analysis, Miskell and Heller reduced the number of factors addressed in the revised instrument to six. They stated, "Apparently, the original factor two as defined by Borgatta, Responsiveness to new demands, collapsed into the other factors" (p. 47).

The resulting instrument was comprised of six factors involving a total of fifty-six items. Factors 1, 2, 3 and 5 address motivator needs. Factors 4 and 6 address hygiene needs. The factors were summarized by Miskell and Heller (1973, Fall) as follows:

1. Potential for personal challenge and development (8 items). This factor contains items which purport to measure the desire in job situations when there is an opportunity for as much responsibility as one wants, and emphasis on ability.
2. Competitiveness desirability and reward of success (7 items). This factor contains items which measure whether an individual seeks job situations where the salary is determined by merit, the competition is keen, and the emphasis is on accomplishment.
3. Tolerance for work pressure (9 items). This factor contains items which measure attitudes toward situations where the work load might be excessive or

where a person might have to take work home.

4. Conservative security (11 items). This factor contains items to measure whether the individual wants to play it safe and have security with well-defined promotion guidelines and job routines.

5. Willingness to seek reward in spite of uncertainty vs. avoidance of uncertainty (10 items). The factor that contains items to measure whether the individual is willing to do interesting work even though he might get fired easily or it might be a short-run job.

6. Surround concern (11 items). This factor contains items to measure the individual's concern with the hygienic aspects of the job. (p. 46)

These factors were noted to have low intercorrelations between factors and relatively high Cronbach's alpha coefficients as noted in Table 2.

Table 2

Factor Correlation Matrix and Cronbach's Alpha Coefficients* of the EWCS

*Alpha Coefficients noted in ()

Factor	1 (.80)	2 (.73)	3 (.79)	4 (.81)	5 (.82)	6 (.83)
1	1.00					
2	.13	1.00				
3	.13	.30	1.00			
4	-.17	-.01	-.23	1.00		
5	.17	.15	.55	-.27	1.00	
6	.39	.24	-.01	.26	-.12	1.00

With these factors in mind, the Service Providers' Work Component Study was essentially a modification of the Educational Work Components Study. The instrument used the Likert form of response and was presented in its fifty-six item format which related to the modified six factors as developed by Miskell and Heller. The one modification involved the substitution of the term "Facility" for the terms "School" and "School District," in order to use terminology customary with and appropriate for the group surveyed.

In addition to the fifty-six items noted above, the instrument contained a demographic questionnaire related to the independent variables and an introductory paragraph that provided relevant information to the participants. The scoring of the instrument was based upon responses ranging from "strongly disagree" to "strongly agree" for each item, and with numerical scores ranging from one to five. The breakdown of questions with respect to factors was as follows:

Factor 1. Potential for Personal Challenge and Development

- 13. There is an opportunity for creative work.
- 24. I would have the chance to really accomplish something, even if others wouldn't know about it.
- 31. There would be emphasis on individual ability.
- 34. The facility is located in a university center and would encourage further specialized work.
- 39. I would have a chance to further my formal education.
- 42. I would always have a chance to learn something new.

45. The work itself keeps changing and I need to change to keep up with it.

56. There would be emphasis on originality.

Factor 2. Competitiveness Desirability (and Reward of Success)

3. Salary increases would be strictly a matter of how much you accomplished for the facility.

11. The facility is known to be involved in heavy competition.

21. Persons are supposed to “get the boot” if they don’t make good and keep making good..

35. There are opportunities to earn bonuses.

37. Competition would be open and encouraged.

49. There is emphasis on the actual production record.

52. Salary increases would be strictly a matter of how much effort you put in.

Factor 3. Tolerance for Work Pressure

7. Trouble might come up that I would have to take care of myself, even outside regular hours.

12. The work might be excessive sometimes.

18. The schedule of hours might have to be flexible in response to the amount of work.

22. I might sometimes have to take work home with me.

27. The work might build up “pressures” on me.

28. The nature of the job changes because the facility changes.

43. There might occasionally be some physical danger.

- 48. The work might come in big pushes.
- 50. I might be on call when there is pressure to get jobs done.

Factor 4. Conservative Security

- 2. The emphasis would be on carrying out clearly outlined facility policies.
- 10. The job is managing a small group of people doing routine jobs.
- 14. The work would be routine, but would not be hard to do.
- 15. I would work as a member of a more or less permanent group.
- 20. The pay is not too high but the job is secure.
- 26. The work is routine, but the initial salary is high.
- 33. I would be under civil service.
- 36. Promotions come automatically.
- 41. The work is routine but highly respected in the community.
- 47. The salary increases are regularly scheduled.
- 54. There would be emphasis on satisfying superiors by carrying out facility policy.

Factor 5. Willingness to Seek Reward in Spite of Uncertainty vs. Avoidance

- 1. I could get fired easily, but the work would be very interesting.
- 4. I could not be sure I could keep my job as long as I want it.
- 6. The facility is not stable.
- 9. The facility has in the recent past been having a hard time holding its positions.
- 19. The work might run out, but it would be extremely interesting while it lasted.

- 25. I could get fired easily.
- 32. There is little permanency of positions.
- 40. I could get fired easily but the rewards would be high.
- 46. The job is insecure.
- 53. Rewards are high, and the work interesting, but if one loses his job it is very difficult to get another one.

Factor 6. Surround Concern

- 5. The lighting is good.
- 8. The community has good recreational facilities.
- 16. The climate would be pleasant.
- 17. The community would be a wonderful place to raise a family.
- 23. The physical working conditions would be attractive.
- 29. The fringe benefits are very good.
- 30. The ventilation is modern.
- 38. The community would have a good cultural and social life.
- 44. The supervisors are nice people.
- 51. The retirement plan is good.
- 55. I would have nice people as co-workers.

Analysis of Data

The multiple regression methodology of statistical analysis was performed on the data collected. Hypotheses were tested at the significance level of .05 throughout. The analysis of data was conducted during the summer of the year 2000.

CHAPTER IV

ANALYSIS OF DATA

This chapter includes the results of data analysis, demographic information and the results of the tests of hypotheses. Of the 225 instruments administered, a total of 153 were returned resulting in a participation rate of 68% of the population. Targeted segments of the population, as discussed in Chapter III appeared to be represented in the desired proportions. Surveys returned by Group 1 (Education) represented in excess of 63% of that population, while Group 7 (Direct Care) returned surveys at the rate of 29%. This fact notwithstanding, Direct Care staff was represented by 44.4% of returned surveys. Additional information with respect to the participation rates of the various staff groups is presented in Table 3.

The study attempted to determine if a significant relationship existed between the independent variables of job classification, age, race, gender, formal education, length of employment at the facility, amount of contact with population served, job location, marital status and/or the staff persons' number of children and the perceived importance of the two hygiene and four motivator factors. Additionally, the degree of the independence of the relationships between independent variables and the two hygiene and four motivator factors was examined.

Tables 3 through 10 provide descriptive information concerning survey

respondents, including participants by group, race, sex, hours of client contact, job location, marital status, number of children, age, length of employment, and reported years of education. Tables 11 through 14 provide information associated with the testing of H1. Table 15 depicts the results of the testing of H2. Tables 16 through 27 present the results of the testing of H3. Finally, Tables 28 through 31 provide the results of testing concerning H4.

Table 3

Survey Participants by Group

	Title	Subjects	Percent
1.	Education, including (1) Academic Teacher I, (2) Academic Teacher II, (3) Academic Teacher III.	12	7.8
2.	Psychology, including (31) Psychologist I, (32) Psychologist II, (33) Psychology Technician.	7	4.6
3.	Social Services, including (37) Social Worker Inst., (38) Social Worker Inst. Advanced.	6	3.9
4.	Vocational Service, including (14) DRS Work Adjustment I, (15) DRS Work Adjustment II.	5	3.3
5.	Recreational Services including (23) MH Recreation Therapist, (24) MH Recreation Therapist II, (34) Recreation Coordinator, (35) Recreation Supervisor II.	9	5.9

(table continues)

6.	Medical Service, including (7) Dental Hygienist, (25) Nurse I, (26) Nurse II (27) Nurse III, (28) Nurse IV,(29) Nurse Licensed Practical I, (30) Nurse Licensed Practical II.	13	8.5
7.	Direct Care, including (5) Clothier, (16) Housekeeper, (18) MH Direct Care Alternate Supv, (19) MH Direct Care Supervisor, (20) MH Direct Care Trainee, (21) MH Direct Care Worker, (22) MH Direct Care Worker Adv, (36) Resident Serv Program, Supervisor.	68	44.4
8.	Paraprofessionals, including (10) Director IV, (11) Director V, (40) Teacher Aide, (41) Vocational Training Instructor.	16	10.5
9.	Programmatic Administration, including (9) Dir, Interdisciplinary Programs, (12) Division Director I, (13) Division Director II.	6	3.9
10.	Other Professionals and Other, including (4) Case Manager, (6) Coord Hlth Fac Qual Assur, (8) Dietician II, (17) Human Services Worker, (39) Speech Language Pathologist, (42) Other.	11	7.2
Totals		153	100

The survey respondents claimed membership in three ethnic groups. However, two ethnic groups accounted for in excess of 99% of respondents. The results of the survey concerning race is presented in Table 4.

Table 4**Survey Participants by Race**

Race	Frequency	Percent
White	84	54.9
Black or African American	68	44.4
Other	1	.7
Totals	153	100

With respect to participation in the survey by gender, female respondents were represented by a factor three times greater than men. The results of the survey addressing gender are reported in Table 5 below.

Table 5**Survey Participants by Gender**

Gender	Frequency	Percent
Male	43	28.1
Female	110	71.9
Totals	153	100

Reported hours of client contact per day indicated that a very large proportion of the survey group experienced four or more hours per day. This situation was important due to the mission of the organization studied. The results of the survey concerning the amount of client contact reported by the studied group is presented in Table 6.

Table 6**Survey Participants by Self Reported Hours of Daily Client Contact**

Contact Hours	Frequency	Percent
One Hour or Less	6	3.9
More Than One Hour But Less Than Four Hours	22	14.4
Four or More Hours	125	81.7
Totals	153	100

The response to Question 8 on the Service Providers Work Components Survey indicated the primary job location of the respondents involved. A response indicating a campus location represented a job located in the traditional institutional component of the organization. A response indicating a community location indicated that the primary job location was located in the off-campus division of the program. The results of the survey concerning job location are presented in Table 7.

Table 7**Survey Participants by Job Location**

Location	Frequency	Percent
Campus	118	77.1
Community	35	22.9
Totals	153	100

Marital status as reported by survey participants is presented in Table 8. Single individuals were represented by the survey population with a frequency almost double that of married individuals.

Table 8**Survey Participants by Marital Status**

Marital Status	Frequency	Percent
Married	52	34
Single	101	66
Totals	153	100

Survey participants were asked to indicate their number of children, in categories of zero, one, two, or three or more. The largest reporting group was that indicating two children. Additionally, 62.4% of respondents indicated having two or more children. The results of the survey concerning the number of children associated with staff is reported in Table 9.

Table 9**Survey Participants by Number of Children**

Number of Children	Frequency	Percent
Zero	30	19.6
One	28	18.3
Two	58	37.9
Three or More	37	24.2
Totals	153	100

Table 10 reports the other descriptive statistics determined by the study. Ages of those surveyed ranged between 20 and 63 years, with a mean of 40.14 years. The length of employment reported by those participating in the study ranged from 0 (less than 1 year) to 25 years. The average length of employment reported was 5.95 years. Reported

years of education completed ranged between 12 and 22 years, with an average total years of education completed of 14.2876 years. In accordance with previous studies of governmental employers, the subjects reported generally higher desires for environmental concerns (Factor 6) than for matters addressing the content factors of their jobs (Factors 1, 2, 3, and 5). In isolation, however, a relatively high mean score was reported for items addressing challenge and development (Factor 1). This was in accordance with the studies of Herzberg, Vroom, and Maslow, among others.

Table 10

Other Descriptive Statistics

Variable	Minimum	Maximum	Mean	Standard Deviation
Age	20.000	63.000	40.1438	11.4239
Length of Employment in Years	0.000	25.000	5.9542	2.2817
Years of Education	12.000	22.000	14.2876	5.9542
Factor 1	1.750	5.000	3.7443	.6493
Factor 2	1.571	4.857	3.0943	.6675
Factor 3	1.000	4.333	3.1503	.5713
Factor 4	1.727	4.545	3.2650	.5378
Factor 5	1.000	4.300	2.3726	.7028
Factor 6	1.364	5.000	3.8847	.6589

Tests of Hypotheses

Four hypotheses were testing during the course of the study. Essentially these items could be combined in two groups. H1 and H2 addressed Herzberg's hygiene needs and were represented by Factors 4 and 6, as addressed by the Service Providers Work

Components Study. H3 and H4 addressed Herzberg's motivator needs and were represented by Factors 1, 2, 3, and 5 of the Service Providers Work Components Study. All hypotheses were tested at the .05 level of significance. After a restatement of each hypothesis, associated results are presented.

H1

There is a statistically significant relationship with respect to the perceived importance of the hygiene factors and the variables of job classification, age, race, gender, formal education, length of employment at the facility, amount of contact with population served, job location, marital status and/or the staff persons' number of children.

As noted in Chapter 3, the hygiene considerations were addressed by Factor 4 Conservative security (11 survey questions) and Factor 6 Surround concern (11 survey questions). Factors were tested individually, using the linear regression methodology at the .05 level of significance.

The data provided in Table 11 represents the results of the regression utilizing the independent variables of Job Classification (Education, Psychology, Social Services, Vocational Services, Recreational Services, Medical Services, Paraprofessionals, Programmatic Administration and Other Professional/Other), Race, Sex, Contact Hours, Job Location, Marital Status, Number of Children, Age, Length of Employment, and Years of Education on Factor 4, Conservative Security. The data failed to indicate that there was a statistically significant relationship with respect to the perceived importance of the hygiene Factor 4 and the variables of Job Classification, Age, Race, Gender, Formal Education, Length of Employment at the Facility, Amount of Contact with the

Population Served, Job Location, Marital Status and/or Number of the Staff Persons' Children. Therefore, at the .05 level of significance, this hypothesis was rejected for this factor ($F = 1.193$, $df = 19/132$, $p = .273$).

Table 11

Data Testing Hypothesis 1 Factor 4 (Conservative Security)

Source	Sum of Squares	df	Mean Square	F	p	R ²
Regression	6.426	19	.338	1.193	.273	.147
Residual	37.413	132	.283			
Total	43.839	151				

The data provided in Table 12 represents the results of the regression utilizing the independent variables of Job Classification (Education, Psychology, Social Services, Vocational Services, Recreational Services, Medical Services, Paraprofessional, Programmatic Administration and Other Professional/Other), Race, Sex, Contact Hours (One hour or less), Contact Hours (More than one hour but less than 4 hours), Job Location, Marital Status, Number of Children, Age, Length of Employment, and Years of Education on Factor 6, Surround Concern. The data indicated that there was a statistically significant relationship with respect to the perceived importance of the hygiene factor and the variables of Job Classification, Age, Race, Gender, Formal Education, Length of Employment at the Facility, Amount of Contact with the Population Served, Job Location, Marital Status and/or Number of the Staff Persons' Children. Therefore, at the .05 level of significance, this hypothesis was accepted for this factor ($F = 4.136$, $df = 19/132$, $p = .000$).

Table 12**Data Testing Hypothesis 1 Factor 6 (Surround Concern)**

Source	Sum of Squares	df	Mean Square	F	p	R²
Regression	24.606	19	1.295	4.136	.000	.373
Residual	41.335	132	.313			
Total	65.941	151				

Calculated coefficients for the resulting model are presented in Table 13.

Variables determined to be significant were Job Classification - Education (Beta = .291, $p = .002$), Job Classification-Vocational Services (Beta = .215, $p = .005$), Job Classification - Recreational Services (Beta = .220, $p = .004$), Job Classification - Medical Services (Beta = .313, $p = .000$), Job Classification - Paraprofessionals (Beta = .203, $p = .012$), Job Classification - Programmatic Administration (Beta = .238, $p = .010$), Job Classification - Other (Beta = .196, $p = .021$), and Race (Beta = -.253, $p = .004$). With respect to race, the negative Beta was indicative of those indicating the white race, due to the methodology of scoring.

Table 13**Beta Coefficients for Factor 6 (Surround Concern)**

Independent Variables	Beta	p
Job Classification (Education)	.291	.002
Job Classification (Psychology)	.155	.065
Job Classification (Social Services)	.064	.429
Job Classification (Vocational Services)	.215	.005
Job Classification (Recreational Services)	.220	.004
Job Classification (Medical Services)	.313	.000
Job Classification (Paraprofessionals)	.203	.012
Job Classification (Programmatic Administration)	.238	.010
Job Classification (Other)	.196	.021
Age	-.083	.299
Race	-.253	.004
Sex	.017	.820
Education	.045	.671
Length of Employment	-.121	.126
Contact 1	-.063	.406
Contact 2	.005	.951
Marital Status	-.115	.148
Job Location	.025	.754
Number of Children	.054	.536

H2

There is a significant independent relationship between the perceived importance of the hygiene factors and each of the variables of job classification, age, race, gender, formal education, length of employment at the facility, amount of contact with population served, job location, marital status and/or the staff persons' number of children.

As noted previously, the hygiene considerations were addressed by Factor 4 Conservative Security (11 survey questions) and Factor 6 Surround Concern (11 survey questions). Factor 4 was previously eliminated from consideration as no significant relationship existed between the independent and dependent variables. Therefore, analysis with respect to Hypothesis 2 was limited to considerations of Factor 6 Surround Concern. Data presented in table 14 indicated that only the variables of Job Classification (Education, Psychology, Social Services, Vocational Services, Recreational Services, Medical Services, Paraprofessionals, Programmatic Administration, Other) ($p = .002$, R^2 Change = .130) and Race ($p = .004$, R^2 Change = .041) resulted in a significant R^2 change. Therefore, Hypothesis 2 was rejected for all of the independent variables except for Job Classification and Race. Hypothesis 2 was accepted for the independent variable Job Classification and Race because significant independent relationships were found with respect to Factor 6 (Surround Concern).

Table 14**Analysis of Variance-Factor 6 (Surround Concern)**

Subset Tests	p	R² Change
Job Classification (Education, Psychology, Social Services, Vocational Services, Recreational Services, Medical Services, Paraprofessionals, Programmatic Administration, Other)	.002	.130
Age	.299	.005
Race	.004	.041
Sex	.820	.000
Education	.671	.001
Length of Employment	.126	.011
Contact 1, Contact 2	.691	.004
Marital Status	.148	.010
Job Location	.754	.000
Number of Children	.536	.002

H3

There is a significant statistical relationship with respect to the perceived importance of motivator factors and the variables of job classification, age, race, gender, formal education, length of employment at the facility, amount of contact with population served, job location, marital status and/or the staff persons' number of children.

Motivator needs were addressed by Factor 1 Potential for Personal Challenge and Development (8 items), Factor 2 Competitiveness Desirability and Reward of Success (7

items), Factor 3 Tolerance for Work Pressure (9 items), and Factor 5 Willingness to Seek Reward in Spite of Uncertainty vs. Avoidance of Uncertainty (10 items). Each of these factors were tested individually.

The information presented in Table 15 represents the results of the regression utilizing the independent variables of Job Classification (Education, Psychology, Social Services, Vocational Services, Recreational Services, Medical Services, Paraprofessionals, Programmatic Administration and Other Professional/Other), Race, Sex, Contact Hours (One hour or less), Contact Hours (More than one hour but less than 4 hours), Job Location, Marital Status, Number of Children, Age, Length of Employment, and Years of Education on Factor 1 Potential for Personal Challenge and Development. The data indicated that there was a statistically significant relationship with respect to the perceived importance of the motivator Factor 1 Potential for Personal Challenge and Development and the independent variables of Job Classification, Age, Race, Gender, Formal Education, Length of Employment at the Facility, Amount of Contact with the Population Served, Job Location, Marital Status and/or Number of the Staff Persons' Children. Therefore, at the .05 level of significance, this hypothesis was accepted for this factor ($F = 3.797$, $df = 19/132$, $p = .000$).

Table 15**Data Testing Hypothesis 3 Factor 1 (Potential for Personal Challenge and Development)**

Source	Sum of Squares	df	Mean Square	F	p	R²
Regression	22.368	19	1.177	3.797	.000	.353
Residual	40.925	132	.310			
Total	63.293	151				

Calculated coefficients for the resulting model are presented in Table 16.

Variables determined to be significant were Job Classification - Education (Beta = .230, $p = .015$), Job Classification-Vocational Services (Beta = .268, $p = .001$), Job Classification - Medical Services (Beta = .268, $p = .001$), Job Classification - Programmatic Administration (Beta = .320, $p = .001$), and Job Classification - Other (Beta = .237, $p = .006$).

Table 16**Beta Coefficients for Factor 1 (Potential for Personal Challenge and Development)**

Independent Variables	Beta	p
Job Classification (Education)	.230	.015
Job Classification (Psychology)	.122	.149
Job Classification (Social Services	.107	.196
Job Classification (Vocational Services)	.268	.001
Job Classification (Recreational Services)	.146	.058
Job Classification (Medical Services)	.268	.001
Job Classification (Paraprofessionals)	.128	.116
Job Classification (Programmatic Administration)	.320	.001
Job Classification (Other)	.237	.006
Age	-.031	.705
Race	-.158	.072
Sex	.039	.615
Education	.154	.157
Length of Employment	-.145	.072
Contact 1	-.081	.292
Contact 2	-.051	.552
Marital Status	-.108	.180
Job Location	-.021	.797
Number of Children	.020	.824

The information presented in Table 17 represents the results of the regression utilizing the independent variables of Job Classification (Education, Psychology, Social Services, Vocational Services, Recreational Services, Medical Services, Paraprofessionals, Programmatic Administration and Other Professional/Other), Race, Sex, Contact Hours (One hour or less), Contact Hours (More than one hour but less than 4 hours), Job Location, Marital Status, Number of Children, Age, Length of Employment, and Years of Education on Factor 2 Competitiveness Desirability and Reward of Success. The data indicated that there was a statistically significant relationship with respect to the perceived importance of the motivator Factor 2 Competitiveness Desirability and Reward of Success and the independent variables of Job Classification, Age, Race, Gender, Formal Education, Length of Employment at the Facility, Amount of Contact with the Population Served, Job Location, Marital Status and/or Number of the Staff Persons' Children. Therefore, at the .05 level of significance, this hypothesis was accepted for this factor ($F = 1.904$, $df = 19/132$, $p = .019$).

Table 17

Data Testing Hypothesis 3 Factor 2 (Competitiveness Desirability and Reward of Success)

Source	Sum of Squares	df	Mean Square	F	p	R ²
Regression	14.486	19	.762	1.904	.019	.215
Residual	52.848	132	400			
Total	67.334	151				

Calculated coefficients for the resulting model are presented in Table 18.

Variables determined to be significant were Job Classification-Education (Beta = .235, $p = .023$), Job Classification-Vocational Services (Beta = .189, $p = .027$), Job Classification-Recreational Services (Beta = .189, $p = .027$), Job Classification-Medical Services (Beta = .234, $p = .011$), Job Classification-Paraprofessionals (Beta = .292, $p = .001$), and Job Classification-Programmatic Administration (Beta = .219, $p = .034$).

Table 18**Beta Coefficients - Factor 2 (Competitiveness Desirability and Reward of Success)**

Independent Variables	Beta	p
Job Classification (Education)	.235	.023
Job Classification (Psychology)	-.008	.929
Job Classification (Social Services)	.104	.252
Job Classification (Vocational Services)	.189	.027
Job Classification (Recreational Services)	.189	.027
Job Classification (Medical Services)	.234	.011
Job Classification (Paraprofessionals)	.292	.001
Job Classification (Programmatic Administration)	.219	.034
Job Classification (Other)	.157	.098
Age	-.070	.430
Race	-.040	.679
Sex	-.061	.480
Education	.038	.753
Length of Employment	.044	.618
Contact 1	-.005	.950
Contact 2	-.073	.434
Marital Status	-.031	.723
Job Location	.000	.998
Number of Children	-.027	.780

The information presented in Table 19 represents the results of the regression utilizing the independent variables of Job Classification (Education, Psychology, Social Services, Vocational Services, Recreational Services, Medical Services, Paraprofessional, Programmatic Administration and Other Professional/Other), Race, Sex, Contact Hours (One hour or less), Contact Hours (More than one hour but less than 4 hours), Job Location, Marital Status, Number of Children, Age, Length of Employment, and Years of Education on Factor 3 Tolerance for Work Pressure. The data indicated that there was a statistically significant relationship with respect to the perceived importance of the motivator Factor 3 Tolerance for Work Pressure and the independent variables of Job Classification, Age, Race, Gender, Formal Education, Length of Employment at the Facility, Amount of Contact with the Population Served, Job Location, Marital Status and/or Number of the Staff Persons' Children. Therefore, at the .05 level of significance, Hypothesis 3 was accepted for this factor ($F = 2.164$, $df = 19/132$, $p = .006$).

Table 19

Data Testing Hypothesis 3 Factor 3 (Tolerance for Work Pressure)

Source	Sum of Squares	df	Mean Square	F	p	R²
Regression	11.749	19	.618	2.164	.006	.237
Residual	37.728	132	.286			
Total	49.477	151				

Calculated coefficients for the resulting model are presented in Table 20.

Variables determined to be significant were Contact with Client Population-Less than One Hour (Beta = - 1.83, $p = .029$) and Marital Status - Single (Beta = -.287, $p = .001$).

Table 20

Beta Coefficients for Factor 3 (Tolerance for Work Pressure)

Independent Variables	Beta	p
Job Classification (Education)	-.029	.772
Job Classification (Psychology)	-.082	.372
Job Classification (Social Services)	-.045	.610
Job Classification (Vocational Services)	-.147	.080
Job Classification (Recreational Services)	.112	.180
Job Classification (Medical Services)	-.036	.690
Job Classification (Paraprofessionals)	.094	.286
Job Classification (Programmatic Administration)	.192	.059
Job Classification (Other)	.152	.102
Age	.018	.839
Race	.114	.228
Sex	.117	.171
Education	-.069	.561
Length of Employment	.137	.117
Contact 1	-.183	.029
Contact 2	.046	.622
Marital Status	-.287	.001
Job Location	.170	.052
Number of Children	.059	.540

The information presented in Table 21 represents the results of the regression utilizing the independent variables of Job Classification (Education, Psychology, Social Services, Vocational Services, Recreational Services, Medical Services, Paraprofessionals, Programmatic Administration and Other Professional/Other), Race, Sex, Contact Hours (One hour or less), Contact Hours (More than one hour but less than 4 hours), Job Location, Marital Status, Number of Children, Age, Length of Employment, and Years of Education on Factor 5 Willingness to Seek Reward in Spite of Uncertainty vs. Avoidance of Uncertainty. The data indicated that there was a statistically significant relationship with respect to the perceived importance of the motivator Factor 5 Willingness to Seek Reward in Spite of Uncertainty vs. Avoidance of Uncertainty and the independent variables of Job Classification, Age, Race, Gender, Formal Education, Length of Employment at the Facility, Amount of Contact with the Population Served, Job Location, Marital Status and/or Number of the Staff Persons' Children. Therefore, at the .05 level of significance, this hypothesis was accepted for this factor ($F = 4.036$, $df = 19/132$, $p = .000$).

Table 21

Data Testing Hypothesis 3 Factor 5 (Willingness to Seek Reward in Spite of Uncertainty vs. Avoidance of Uncertainty)

Source	Sum of Squares	df	Mean Square	F	p	R²
Regression	27.370	19	1.441	4.036	.000	.367
Residual	47.114	132	.357			
Total	74.484	151				

Calculated coefficients for the resulting model are presented in Table 22.

Variables determined to be significant were Age (Beta = .195, $p = .016$), Race (Beta = .392, $p = .000$), and Contact with Client Population-Less than One Hour (Beta = -2.65, $p = .001$).

Table 22

Beta Coefficients for Factor 5 (Willingness to Seek Reward in Spite of Uncertainty vs. Avoidance of Uncertainty)

Independent Variables	Beta	p
Job Classification (Education)	-.035	.705
Job Classification (Psychology)	-.088	.293
Job Classification (Social Services	-.013	.874
Job Classification (Vocational Services)	-.079	.298
Job Classification (Recreational Services)	-.097	.203
Job Classification (Medical Services)	-.051	.531
Job Classification (Paraprofessionals)	.035	.665
Job Classification (Programmatic Administration)	.002	.982
Job Classification (Other)	.038	.649
Age	.195	.016
Race	.392	.000
Sex	-.015	.842
Education	-.151	.161
Length of Employment	.140	.078
Contact 1	-.265	.001
Contact 2	-.088	.295
Marital Status	-.133	.095
Job Location	.011	.891
Number of Children	-.039	.655

H 4

There is a significant independent relationship between the perceived importance of motivator factors and each of the variables of job classification, age, race, gender, formal education, length of employment at the facility, amount of contact with population served, job location, marital status and/or the staff persons' number of children.

Motivator considerations were addressed by Motivator needs were addressed by Factor 1 Potential for Personal Challenge and Development (8 items), Factor 2 Competitiveness Desirability and Reward of Success (7 items), Factor 3 Tolerance for Work Pressure (9 items), and Factor 5 Willingness to Seek Reward in Spite of Uncertainty vs. Avoidance of Uncertainty (10 items). Data presented in Table 23 indicated that only the variable of Job Classification (Education, Psychology, Social Services, Vocational Services, Recreational Services, Medical Services, Paraprofessionals, Programmatic Administration, Other) resulted in a significant R^2 change ($p = .003$, R^2 Change = .132). Therefore, Hypothesis 4 as related to Factor 1 was rejected for all of the independent variables except for Job Classification. Hypothesis 4 was accepted for the independent variable Job Classification because a significant independent relationship was found with respect to Factor 1, Potential for Personal Challenge and Development.

Table 23**Analysis of Variance- Factor 1 (Potential for Personal Challenge and Development)**

Subset Tests	p	R² Change
Job Classification (Education, Psychology, Social Services, Vocational Services, Recreational Services, Medical Services, Paraprofessionals, Programmatic Administration, Other)	.003	.132
Age	.705	.001
Race	.072	.016
Sex	.615	.001
Education	.157	.010
Length of Employment	.072	.016
Contact 1, Contact 2	.526	.006
Marital Status	.180	.009
Job Location	.797	.000
Number of Children	.824	.000

Data presented in Table 24 indicated that only the variable that resulted in a significant R^2 change ($p = .020$, R^2 Change = .123) was Job Classification (Education, Psychology, Social Services, Vocational Services, Recreational Services, Medical Services, Paraprofessionals, Programmatic Administration, Other). Therefore, Hypothesis 4 as related to Factor 2 Competitiveness Desirability and Reward of Success was rejected for all of the independent variables except for Job Classification. In this instance, Hypothesis 4 was accepted for the independent variable Job Classification as a significant independent relationship was found with respect to Factor 2, Competitiveness Desirability and Reward of Success.

Table 24**Analysis of Variance- Factor 2 (Competitiveness Desirability and Reward of Success)**

Subset Tests	p	R² Change
Job Classification (Education, Psychology, Social Services, Vocational Services, Recreational Services, Medical Services, Paraprofessionals, Programmatic Administration, Other)	.020	.123
Age	.430	.004
Race	.679	.001
Sex	.480	.003
Education	.753	.001
Length of Employment	.618	.001
Contact 1, Contact 2	.733	.004
Marital Status	.723	.001
Job Location	.998	.000
Number of Children	.780	.000

Data presented in Table 25 indicated that the independent variable Marital Status resulted in a significant R^2 change with respect to Factor 3 Tolerance for Work Pressure. Therefore, Hypothesis 4 as related to Factor 3 was rejected for all the independent variables except for Marital Status. Hypothesis 4 was accepted for the independent Marital Status because a significant independent relationship was found with respect to Factor 3, Tolerance for work pressure ($p = .001$, R^2 Change = .063).

Table 25**Analysis of Variance- Factor 3 (Tolerance for Work Pressure)**

Subset Tests	p	R² Change
Job Classification (Education, Psychology, Social Services, Vocational Services, Recreational Services, Medical Services, Direct Care, Paraprofessionals, Programmatic Administration, Other)	.057	.099
Age	.839	.000
Race	.228	.008
Sex	.171	.011
Education	.561	.002
Length of Employment	.117	.014
Contact 1, Contact 2	.061	.033
Marital Status	.001	.063
Job Location	.052	.022
Number of Children	.540	.002

Data reported in Table 26 identified significant independent relationships between the variables Age ($p = .016$, R^2 Change = .028), Race ($p = .000$, R^2 Change = .100), and Contact 1/Contact 2 ($p = .003$, R^2 Change = .060) and the dependent variable, Factor 5 Willingness to Seek Reward in Spite of Uncertainty vs. Avoidance of Uncertainty. In this instance, Hypothesis 4 was rejected in relation to the independent variables of Job Classification, Sex, Education, Length of Employment, Marital Status, Job Location, and Number of Children. Hypothesis 4 was accepted for the independent variables of Age, Race and Contact 1/Contact 2 and Factor 5 Willingness to seek reward in spite of uncertainty vs. avoidance of uncertainty.

Table 26

Analysis of Variance- Factor 5 (Willingness to Seek Reward in Spite of Uncertainty vs. Avoidance of Uncertainty)

Subset Tests	p	R² Change
Job Classification (Education, Psychology, Social Services, Vocational Services, Recreational Services, Medical Services, Direct Care, Paraprofessionals, Programmatic Administration, Other)	.868	.022
Age	.016	.028
Race	.000	.100
Sex	.842	.000
Education	.161	.010
Length of Employment	.078	.015
Contact 1, Contact 2	.003	.060
Marital Status	.095	.014
Job Location	.891	.000
Number of Children	.655	.001

CHAPTER V

SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

This chapter includes a summary of procedures, major findings and conclusions of the study. Additionally, recommendations for future studies relating to this topic are provided.

The purpose of the study was to identify the hygiene and motivator factors considered important by the programmatic staff at a medium sized state operated institution for the adult mentally retarded and to determine, based on this information, if there was a statistically significant difference between the groups involved based upon job classification, age, race, gender, formal education, length of employment at the facility, amount of contact with population served, job location, marital status and/or the staff persons' number of children. The ultimate goal of the study was to provide relevant information to the administration of the institution studied regarding the perceived importance of hygiene and motivator factors of professional and line staff employed by the entity. The specific purposes of the study were as follows:

1. To determine the perceived importance of hygiene/motivator factors on the basis of job classification.
2. To determine the perceived importance of hygiene/motivator factors on the basis of age.
3. To determine the perceived importance of hygiene/motivator factors on the basis

- of race.
4. To determine the perceived importance of hygiene/motivator factors on the basis of gender.
 5. To determine the perceived importance of hygiene/motivator factors on the basis of formal education.
 6. To determine the perceived importance of hygiene/motivator factors on the basis of length of employment at the facility.
 7. To determine the perceived importance of hygiene/motivator factors on the basis of amount of contact with the client population served.
 8. To determine the perceived importance of hygiene/motivator factors on the basis of job location.
 9. To determine the perceived importance of hygiene/motivator factors on the basis of marital status.
 10. To determine the perceived importance of hygiene/motivator factors on the basis of staff persons' number of children.
 11. To present descriptive information related to the variables of this study.

Summary of the Procedures

This study analyzed the relationship between the strength of desire for hygiene and motivator factors and selected demographic variables. Hygiene factors addressed components of the employees' job context while motivator factors addressed selected qualities of their job content. These individuals were employed by a state operated facility for the adult mentally retarded, which was in essence a combination of

governmental and health care employment addressed in isolation by previous studies. All individuals surveyed were employed by the facility in the spring of the year 2000. Of 508 employees, 410 were classified as programmatic in nature, that is, providing direct patient/client care. From this number, 225 were targeted by the study. Of these 225 individuals, 153 returned usable surveys.

The instrument utilized in this study was entitled the Service Providers Work Components Study, a modification of the Work Components Study and the Educational Work Components Study discussed in Chapter III. The instrument was comprised of essentially two sections, a demographic survey and a set of fifty-six questions. The demographic survey provided the information used during analysis relating to the independent variables and addressed job classification, age, race, gender, formal education, length of employment at the facility, amount of contact with population served, job location, marital status and/or the staff persons' number of children. The set of fifty-six questions was used to develop the dependent variables relating to the hygiene and motivator factors. These questions collapsed into two factors addressing hygiene (context) needs and four factors addressing motivator (content) desires.

After development of the instrument, permission was obtained for administration, first from the facility director, secondly from the Research Committee of the facility, and thirdly from the Human Subjects Committee of the Human Subjects Committee of the University of Southern Mississippi. Plans for the project were presented to the facility's bureau directors, department heads, and area coordinators at the facility director's monthly staff meeting.

After the meeting, surveys were distributed to the departments. Departmental secretaries and administrative assistants were responsible for providing instruments to and collecting instruments from those individuals volunteering their participation in the study. At no time were departmental supervisors informed of the names or other pertinent information concerning participants or non-participants in the survey. One interesting note was that most surveys were returned via the intra campus mail system, as opposed to being collected at the department level.

Results were analyzed using multiple regression techniques. All hypotheses were tested at the .05 level of significance.

Summary of Major Findings

Chapter IV provides detailed analysis of data as it pertains to the testing of each hypothesis. The hypotheses tested the significant statistical relationships with respect to the perceived importance of the hygiene and motivator factors and the independent variables discussed. Additionally, the degree of independence of relationships between the hygiene and motivator factors and the independent variables was also analyzed. An overview of the results obtained is presented following.

The first hypothesis concerned the significantly statistical relationship with respect to the perceived importance of the hygiene factors and the variables of job classification, age, race, gender, formal education, length of employment at the facility, amount of contact with population served, job location, marital status and/or the staff persons' number of children. This hypothesis was rejected for Factor 4 (Conservative Security) and accepted for Factor 6 (Surround Concern) for the variables Job

Classification - Education, Job Classification - Vocational Services, Job Classification - Recreational Services , Job Classification - Medical Services, Job Classification - Paraprofessionals, Job Classification - Programmatic Administration , Job Classification- Other, and Race.

Testing of the second hypothesis determined a significant independent relationship between the perceived importance of the hygiene factors and each of the variables of job classification, age, race, gender, formal education, length of employment at the facility, amount of contact with population served, job location, marital status and/or the staff persons' number of children. This hypothesis was rejected for Factor 4 (Conservative Security) and accepted for Factor 6 (Surround Concern) for the variables of Job Classification (Education, Psychology, Social Services, Vocational Services, Recreational Services, Medical Services, Paraprofessionals, Programmatic Administration, Other) and Race.

The results of the testing of the third hypothesis revealed a significant statistical relationship with respect to the perceived importance of motivator factors and the variables of job classification, age, race, gender, formal education, length of employment at the facility, amount of contact with population served, job location, marital status and/or the staff persons' number of children. This hypothesis was accepted for Factor 1 (Potential for Personal Challenge and Development) for the variables Job Classification - Education, Job Classification -Vocational Services, Job Classification - Medical Services, Job Classification - Programmatic Administration, and Job Classification - Other, Factor 2 (Competitiveness Desirability and Reward of Success) for the variables

Classification - Education, Job Classification - Vocational Services, Job Classification - Recreational Services, Job Classification - Medical Services, Job Classification - Paraprofessionals, and Job Classification - Programmatic Administration, Factor 3 (Tolerance for Work Pressure) for the variables Contact with Client Population - Less than One Hour and Marital Status - Single, and Factor 5 (Willingness to Seek Reward in Spite of Uncertainty vs. Avoidance of Uncertainty) for the variables Age, Race, and Contact with Client Population - Less than One Hour.

Testing of the final hypothesis revealed that there is a significant independent relationship between the perceived importance of motivator factors and each of the variables of job classification, age, race, gender, formal education, length of employment at the facility, amount of contact with population served, job location, marital status and/or the staff persons' number of children. This hypothesis was accepted for Factor 1 (Potential for Personal Challenge and Development), Factor 2 (Competitiveness Desirability and Reward of Success), Factor 3 (Tolerance for Work Pressure), and Factor 5 (Willingness to Seek Reward in Spite of Uncertainty vs. Avoidance of Uncertainty). H4 was accepted for Factors 1 and 2 for the variable "Job Classification," for Factor 3 for the variable "Marital Status," and for factor 5 for the variables "Age," "Race," and "Contact Hours."

Conclusions

The analysis conducted during this study revealed significant relationships between employees' job classification, age, race, gender, formal education, length of employment at the facility, amount of contact with population served, job location,

marital status and/or the staff persons' number of children and the two hygiene and four motivator factors developed by Borgatta, Ford and Bohrnstedt. Additionally, significant independent relationships were determined to exist between these demographic qualities and hygiene and motivator needs.

The study of hygiene factors yielded mixed results. For the purpose of the study hygiene considerations were divided into two components: Factor 4 (Conservative Security) and Factor 6 (Surround Concern). Not surprisingly, factors concerning the actual work environment were predictable as it was logical to presume that most individuals would desire a comfortable work environment. However, the security aspect as addressed by Factor 4 yielded little consensus. Perhaps the economic turmoil that began with the petroleum crisis in the 1970s, followed by the wave of consolidations, mergers, downsizing, and layoffs in the 1980s and 1990s has rendered the proposition of job security in the workplace to no longer be a universally important component of the workplace setting.

Motivator factors addressing the issue of job content proved to be predictable, but not uniformly so. Factor 1 (Potential for Personal Challenge and Development) and Factor 2 (Competitiveness Desirability and Reward of Success) were predictable only on the basis of job classification, and of these, only the categories of Education, Vocational Services, Medical Services, and Programmatic Administration were common to both. As these job classes represented some of the most educated and professionally organized groups, perhaps this situation should not have been unanticipated.

Factors 3 (Tolerance for Work Pressure) and 5 (Willingness to Seek Reward in

Spice of Uncertainty vs. Avoidance of Uncertainty) produced some of the more interesting results. Tolerance for work pressure was predicted only by reported numbers of contact hours and marital status. In this cases, those with the fewest number of contact hours and the group comprised of single individuals exhibited the highest level of tolerance. Concerning Factor 5 (**Willingness to Seek Reward in Spice of Uncertainty vs. Avoidance of Uncertainty**), predictability was based only upon the factors of age, race, and reported numbers of contact hours. Groups involved were those that were older or black, which exhibited a higher tolerance, and reported hours of contact, with those indicating the least amount of contact demonstrating the greatest avoidance of uncertainty.

With respect to the independence of the predictors of hygiene needs, only several groups could be included. These were based primarily upon the characteristics of the reported job classification, and race.

Similarly, with respect to the independence of the predictors of motivator needs, relatively few groups could be included as well. These were job classification for Factors 1 (**Potential for Personal Challenge and Development**) and 2 (**Competitiveness Desirability and Reward of Success**), marital status for Factor 3 (**Tolerance for Work Pressure**), and age, race, and reported number of contact hours for Factor 5 (**Willingness to Seek Reward in Spice of Uncertainty vs. Avoidance of Uncertainty**).

With these factors in mind, employees' needs with respect to hygiene and motivator factors can be predicted through the use of various demographic data, and for some but not all types of jobs. Needs concerning the physical environment (hygiene)

were predicted for several but not all job categories and race. Motivator needs were able to be predicted again, for several but not all job classification, for those with the least client contact hours, single individuals, older individuals, and those of the Black race.

Discussion

The result of the study indicating a relationship between the demographic characteristics of the employees studied and Frederick Herzberg's hygiene and motivator factors provides for some discussion. With respect to the study of why people work, Herzberg et al. (1959) stated, "There are few problems of more basic importance to our culture than the motivation to work" (p viii).

The population studied represented as a group governmental health care providers, although with many sub-classifications. On the subject of governmental employees, several studies have been conducted, and conclusions drawn. Gabris and Simo (1995) noted that public sector employees are perceived to possess a higher degree of job satisfaction when compared to their private sector counterparts (p. 3). Young, Worchel, and Woehr (1998) stated with respect to a study of "blue collar" public service employees, "...therefore, it would be a mistake to ignore the importance of intrinsic job factors for individuals working in such positions. Indeed, intrinsic factors may be even more important in these situations given that significant increases in extrinsic rewards are unlikely" (p. 5).

Data indicated that aspects intrinsic to the work environment were important, to a degree. The value of intrinsic factors associated with the physical surroundings seemed to have some degree of correlation with demographic characteristics, while the

relationship with the security factor, generally associated with public sector employees, was not apparent. This contradicted Karl and Sutton (1998) who noted that private sector employees placed greater emphasis on economic rewards while public sector employees were more oriented towards security issues (p. 3).

The relationship between job classification and the desire for personal challenge and development, as indicated by Factor 1 was in accordance with the literature. Vroom (1964) stated, concerning the option of working if no financial need existed, "In general, the percentage of persons reporting that they would continue working is positively related to the amount of training required by the occupation" (p. 31). Additionally, Karl and Sutton (1998) suggested that public sector workers would respond most favorably to attempts at making their jobs more interesting. (p. 6). It is important to note however, that this relationship did not extend to all employee classes. No relationship existed between the factor and the groups Psychology, Social Services, Recreational Services, or Paraprofessionals.

The strength of relationship between job classifications and Factor 2 (Competitiveness Desirability and Reward of Success) was again, in accordance with the literature. Spitzer (1996) stated, "In fact, when workers and supervisors were asked to rank a list of motivators from 1 to 10 in order of their importance to workers, workers rated 'appreciation for a job well-done' as their No. 1 motivator" (p. 2). Again, however, is important to note that this relationship did not extend to all employee classes. No relationship was found to exist between the factor and the groups Psychology, Social Services, or Paraprofessionals.

The relationship between the demographic categories and Factor 3, (Tolerance for Work Pressure) seemed to be somewhat peculiar, being indicated only by the report of minimal quantities of client contact hours and marital status-single. One reference in the literature seemed to indicate an aversion to stressful situations by governmental employees, at least tangentially. Gabris and Simo (1995) stated, "A substantial number of public sector employees are at best insufficient and at worst burned out with public sector careers" (p. 8). With this situation in mind, it seemed that there should have been much greater of consensus regarding stressful situations, and literature as discussed in Chapter III suggested that this consensus should have been in the negative point of view. With respect to the marital status demographic, the results seemed to be in accordance with Karl and Sutton (1998) in at least one category. Single individuals demonstrated the highest tolerance for work pressure, but for some reason, no relationship was demonstrated by married individuals. Chapter III discussed the inverse relationship between employees' number of dependents and their tolerance for stress. The results of the study, seemed to be contrary to previous work.

In a sense, Factor 5 (Willingness to Seek Reward in Spite of Uncertainty vs. Avoidance of Uncertainty), a motivator, complemented Factor 4 (Conservative Security), a hygiene factor. As a result, it would seem that results would have been diametrically opposed. In a sense they were as H1 was rejected for Factor 4 and H3 was accepted for Factor 5. However, and upon closer inspection, the acceptance of H3 was not especially strong. The categories of Age, Race and minimal Contact Hours exhibited relationships. These deserve some attention. With respect to Age, the older groups exhibited the

highest tolerance. This was in contrast to the literature, which suggested that the youngest employees should have expressed the highest tolerance. With respect to Race, individuals indicating African American status represented the highest desire for this Factor. Literature in this area was incomplete. Finally, individuals reporting the lowest level of client contact reported the lowest desire for this level. In a sense, this situation represented a positive outcome, as these individuals appeared at the very least to have been appropriately placed.

With these factors in mind, several conclusions can be drawn with respect to the population studied. First, the literature indicated the importance of the hygienic aspects of the work environment. Dwore and Murray, (1997) noted that the most common reason for voluntary separation was dissatisfaction with contextual factors (p. 4). The results concerning Factor 6 seemed to indicate some consensus, and could be an area in which the facility could devote efforts in the attempt to reduce employee turnover.

With respect to motivational factors, the limited relationship between the expressed need for challenge, risk, and uncertainty was in accordance with the literature as well. Young, Worchel, and Woehr (1998) stated with respect to a study of “blue collar” public service employees,

Interestingly, in-depth interviews also indicated that many employees were particularly dissatisfied with the merit-based system by which they were paid, arguing instead that they deserved to be paid the money outright. This is consistent with Herzberg’s assertions that pay is not a motivator, but rather an assumed maintenance need. (p. 4)

As noted previously, little consensus was determined concerning the desirability of merit-pay or the desire for security. In this respect, this is probably a positive result, as governmental employees have minimal opportunities or prospects for wages based upon productivity. Additionally, the desire for security in this respect was probably irrelevant in that it is such an ingrained quality of the employment offered by the facility studied.

Recommendations

The following recommendations have been developed as a result of analyzing the data collected for this study

1. It is recommended that additional studies be more selective in the choice of the survey group with respect to job classification. The overall job classification categories "Programmatic" and "Non-Programmatic" were probably too broad, and as a result, overlooked the particular needs and desires of the specific job categories.
2. Greater efforts need to be placed upon the study of the job classification, "Direct Care." These individuals represent an especially critical link in the provision of services, and the dearth of information available concerning them makes the implementation of progressive and remedial techniques most difficult.
3. It is the opinion of the researcher that an alternate procedure should be developed for the review and approval of research methodologies by the Human Subjects Committee for non-hazardous research. Surely, invasive procedures, those involving painful stimuli, or dangerous or untested narcotics must be fully controlled and disclosed. However, having to disclose the "adverse effects" associated with what is essentially an opinion poll cannot result in anything but unnecessary hardship to the researcher.

4. It is recommended that the components and questions of the Work Components Study and Educational Work Components Study be revisited. Much has changed in the workplace in the intervening years which could call into question the relevance of components of the Surveys. For example, Maynard (1994) noted that as opposed to additional compensation, many individuals prefer time off (p. 1). Other items would include the review of the actual desirability of security of employment, and the necessity of requesting preferences for modern ventilation or adequate lighting.

APPENDIX A

INSTRUCTIONS FOR THE SERVICE PROVIDERS WORK COMPONENTS SURVEY INSTRUMENT

The Service Providers Work Components Survey

The instrument you are about to complete is designed to measure strengths of needs for various attributes of job tasks at Boswell Center. Please remember, there are no right or wrong answers, only opinions, and I am very interested in yours. The manner in which this instrument is administered is designed to ensure your confidentiality as a respondent, so please answer each question.

Page one is a request for demographic information. This information will be used to determine the needs of various employee groups. For example, based on your responses, it might be determined that the Grounds Maintenance department is interested in merit pay, while individuals between the ages of 20 to 30 years of age are very interested in the quality of lighting in their work spaces.

Page two asks for responses concerning your "ideal" job. The initial statement is made, "In my ideal job..." and you are given a total of 56 responses for which I am looking for your degree of agreement with each. A response of "1" for a statement indicates that you strongly disagree. A response of "5" would indicate that you strongly agree. You are also afforded three intermediate levels of agreement responses.

I sincerely appreciate your participation in the study, and am hoping to have my final results in a couple of months. If you are interested in my findings, or if I can provide any information please contact me any time.

Thanks again for your help!

Kenneth O'Neal
Extension 75015

APPENDIX B

THE SERVICE PROVIDER'S WORK COMPONENTS

SURVEY INSTRUMENT

The Service Providers Work Components Survey

1. What is your current job title?

()	(1) Academic Teacher I	()	(15) DRS Work Adjustment II	()	(29) Nurse Licensed Practical I
()	(2) Academic Teacher II	()	(16) Homemaker	()	(30) Nurse Licensed Practical II
()	(3) Academic Teacher III	()	(17) Human Services Worker	()	(31) Psychologist I
()	(4) Case Manager	()	(18) MH Direct Care Alternative Supv	()	(32) Psychologist II
()	(5) Clinician	()	(19) MH Direct Care Supervisor	()	(33) Psychology Technician
()	(6) Creed Hill Fat Quest Assnt	()	(20) MH Direct Care Trainee	()	(34) Recreation Coordinator
()	(7) Dental Hygienist	()	(21) MH Direct Care Worker	()	(35) Recreation Supervisor II
()	(8) Dietician II	()	(22) MH Direct Care Worker Adv	()	(36) Resident Serv Program, Supervisor
()	(9) Dir, Interdisciplinary Progr	()	(23) MH Recreation Therapist	()	(37) Social Worker Int.
()	(10) Director IV	()	(24) MH Recreation Therapist II	()	(38) Social Worker Int. Advanced
()	(11) Director V	()	(25) Nurse I	()	(39) Speech Language Pathologist
()	(12) Division Director I	()	(26) Nurse II	()	(40) Teacher Aid
()	(13) Division Director II	()	(27) Nurse III	()	(41) Vocational Training Instructor
()	(14) DRS Work Adjustment I	()	(28) Nurse IV	()	(42) Other

2. What is your age?

17 18 19 20 21 22 23 24 25 26 27 28 29 30 31 32 33 34 35 36 37 38 39 40 41 42 43 44 45 46 47 48 49 50 51 52 53 54 55 56 57 58 59 60 61 62 63 or over

3. What is your race?

(1) White (2) Black or African American (3) American Indian and Alaska Native (4) Asian (5) Native Hawaiian (6) Other

4. What is your gender? (1) Male (2) Female

5. What is the highest level of education you have attained in years?

12 or High School Equivalent 13 14 15 16 17 18 19 20 21 22 23 24 26

6. How long have you been employed at the facility in years?

Less than 1 Year 1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23 24 25 More than 25 years

7. On average, how many hours of contact do you have with the client population per day?

(1) One hour or less (2) More than one hour but less than 4 hours (3) Four or more hours

8. Where is your job primarily located?

(1) Campus (2) Community

9. What is your marital status?

(1) Single (2) Married

10. How many children do you have

(0) None (1) One (2) Two (3) Three or more

Response Categories:

1. Strongly disagree
2. Disagree
3. Neutral
4. Agree
5. Strongly agree

In my ideal job...

- | | |
|--|-----------|
| 1. I could get fired easily, but the work would be very interesting. | 1 2 3 4 5 |
| 2. the emphasis would be on carrying out clearly outlined facility policies. | 1 2 3 4 5 |
| 3. salary increases would be strictly a matter of how much you accomplished for the facility. | 1 2 3 4 5 |
| 4. I could not be sure I could keep my job as long as I want it. | 1 2 3 4 5 |
| 5. the lighting is good. | 1 2 3 4 5 |
| 6. the facility is not stable. | 1 2 3 4 5 |
| 7. trouble might come up that I would have to take care of myself, even outside regular hours. | 1 2 3 4 5 |
| 8. the community has good recreational facilities. | 1 2 3 4 5 |
| 9. the facility has in the recent past been having a hard time holding its positions. | 1 2 3 4 5 |
| 10. the job is managing a small group of people doing routine jobs. | 1 2 3 4 5 |
| 11. the facility is known to be involved in heavy competition. | 1 2 3 4 5 |
| 12. the work might be excessive sometimes. | 1 2 3 4 5 |
| 13. there is an opportunity for creative work. | 1 2 3 4 5 |
| 14. the work would be routine, but would not be hard to do. | 1 2 3 4 5 |
| 15. I would work as a member of a more or less permanent group. | 1 2 3 4 5 |
| 16. the climate would be pleasant. | 1 2 3 4 5 |
| 17. the community would be a wonderful place to raise a family. | 1 2 3 4 5 |
| 18. the schedule of hours might have to be flexible in response to the amount of work. | 1 2 3 4 5 |
| 19. the work might run out, but it would be extremely interesting while it lasted. | 1 2 3 4 5 |
| 20. the pay is not too high but the job is secure. | 1 2 3 4 5 |
| 21. persons are supposed to "get the boot" if they don't make good and keep making good. | 1 2 3 4 5 |
| 22. I might sometimes have to take work home with me. | 1 2 3 4 5 |
| 23. the physical working conditions would be attractive. | 1 2 3 4 5 |
| 24. I would have the chance to really accomplish something, even if others wouldn't know about it. | 1 2 3 4 5 |
| 25. I could get fired easily. | 1 2 3 4 5 |
| 26. the work is routine, but the initial salary is high. | 1 2 3 4 5 |
| 27. the work might build up "pressures" on me. | 1 2 3 4 5 |
| 28. the nature of the job changes because the facility changes. | 1 2 3 4 5 |
| 29. the fringe benefits are very good. | 1 2 3 4 5 |
| 30. the ventilation is modern. | 1 2 3 4 5 |
| 31. there would be emphasis on individual ability. | 1 2 3 4 5 |

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| 32. there is little permanency of positions. | 1 2 3 4 5 |
| 33. I would be under civil service. | 1 2 3 4 5 |
| 34. the facility is located in a university center and would encourage further specialized work. | 1 2 3 4 5 |
| 35. there are opportunities to earn bonuses. | 1 2 3 4 5 |
| 36. promotions come automatically. | 1 2 3 4 5 |
| 37. competition would be open and encouraged. | 1 2 3 4 5 |
| 38. the community would have a good cultural and social life. | 1 2 3 4 5 |
| 39. I would have a chance to further my formal education. | 1 2 3 4 5 |
| 40. I could get fired easily but the rewards would be high. | 1 2 3 4 5 |
| 41. the work is routine but highly respected in the community. | 1 2 3 4 5 |
| 42. I would always have a chance to learn something new. | 1 2 3 4 5 |
| 43. there might occasionally be some physical danger. | 1 2 3 4 5 |
| 44. the supervisors are nice people. | 1 2 3 4 5 |
| 45. the work itself keeps changing and I need to change to keep up with it. | 1 2 3 4 5 |
| 46. the job is insecure. | 1 2 3 4 5 |
| 47. the salary increases are regularly scheduled. | 1 2 3 4 5 |
| 48. the work might come in big pushes. | 1 2 3 4 5 |
| 49. there is emphasis on the actual production record. | 1 2 3 4 5 |
| 50. I might be on call when there is pressure to get jobs done. | 1 2 3 4 5 |
| 51. the retirement plan is good. | 1 2 3 4 5 |
| 52. salary increases would be strictly a matter of how much effort you put in. | 1 2 3 4 5 |
| 53. rewards are high, and the work interesting, but if one loses his job it is very difficult to get another one. | 1 2 3 4 5 |
| 54. there would be emphasis on satisfying superiors by carrying out facility policy. | 1 2 3 4 5 |
| 55. I would have nice people as co-workers. | 1 2 3 4 5 |
| 56. there would be emphasis on originality. | 1 2 3 4 5 |

APPENDIX C

UNIVERSITY OF SOUTHERN MISSISSIPPI HUMAN SUBJECTS

REVIEW COMMITTEE LETTER



THE UNIVERSITY OF SOUTHERN MISSISSIPPI

HUMAN SUBJECTS PROTECTION REVIEW COMMITTEE
NOTICE OF COMMITTEE ACTION

The project listed has been reviewed by the University of Southern Mississippi Human Subjects Protection Review Committee, in accordance with Federal Drug Administration regulations (21 CFR 26.111), Department of Health and Human Services (45 CFR Part 46), and university guidelines to ensure adherence to the following criteria:

- The risks to subjects are minimized.
- The risks to subjects are reasonable in relation to the anticipated benefits.
- The selection of subjects is equitable.
- Informed consent is adequate and appropriately documented.
- Where appropriate, the research plan makes adequate provisions for monitoring the data collected to ensure the safety of the subjects.
- Where appropriate, there are adequate provisions to protect the privacy of subjects and to maintain the confidentiality of all data.
- Appropriate additional safeguards have been included to protect vulnerable subjects.
- If approved, the maximum period of approval is limited to twelve months. Projects that exceed this period must submit an application for renewal or continuation.

PROTOCOL NUMBER: 20050506
PROJECT TITLE: Hygiene And Motivator Factors (Herzberg) Considered Important By Employees Of a State Operated Facility For Adult Individuals With Mental Retardation
PROPOSED PROJECT DATES: 5/3/00 to 8/30/00
PROJECT TYPE: Dissertation or Thesis
PRINCIPAL INVESTIGATOR(S): Kenneth O'Neal
COLLEGE / DIVISION: Education and Psychology
DEPARTMENT: Educational Leadership
FUNDING AGENCY / SPONSOR: N/A
HSPRC COMMITTEE ACTION: Expedited Review - Approved
PERIOD OF APPROVAL: 5/5/00 to 5/4/01

Mitchell E. Berman, Ph.D.
HSPRC Co-Chair

Date

The University of Southern Mississippi
RESEARCH AND SPONSORED PROGRAMS
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