## Contents

ART I · Background and Procedure	
1 · Origins of the Study  The Measurement of Job Attitudes 5  Factors in Job Attitudes 6  Studies of the Effects of Job Attitudes 7  Theory 8  A New Approach 11  Sources 12  Elements of the Design 14  Some Alternate Approaches 17	3
2 · The Pilot Projects  The Second Pilot 24	20
3 · Procedure for the Major Study The Population Sample 32 Sampling Procedures 32 Interviewing Procedure 35	30
4 · How the Interviews Were Analyzed  Method for Developing the Analytic Scheme	37 38
5 · The Definition of a Sequence of Events Short- and Long-Range Sequences 41 The Six Basic Groups 43	40
6 · The Definition of Job-Attitude Factors  First-Level Factors 44  Second-Level Factors 49	44
7. The Definition of the Effects of Joh Attitudes	51

xiii

## XIV CONTENTS

PART	II	•	The	Results

8 · The Factors	59
The High Sequences 59	
The Low Sequences 70	
High versus Low Job-Attitude Sequences 79 Salary 82	
9 · The Effects	84
Performance Effects 85 Turnover 88 Attitude Toward the Company 89 Mental-Health Effects 90 Interpersonal Relationship as Effects 92 Attitudinal Effects 93 Effects as Related to Factors and to Demographic Variables 95	
10 · Individuals	97
	91
Differences in the Lows 97 Factors among the Highs 98	
Engineers and Accountants 100	
A Final Note 102	
PART III · The Implications	
11 · A Hypothesis Restated and Expanded	107
12 · Motivation versus Hygiene	113
13 · Perspective	120
The Meaning of Work in a Primitive Society 121 Transition to the Machine Age 122 Work in the Contemporary World 124 The Consequences of Bureaucracy 125 The Search for Motivation 126 The Managerial and Professional World 128 The Consequences for the Individual and for Society 130 Suggestions 131 The Structure of Jobs 132 Should Jobs Be Made More Interesting? 133	

The Problem of Selection 13	34
Supervision 134	
What Then Becomes of the	Concept of Partici-
pation? 136 A Program in Mental Health	137
The Final Goal 138	

## Appendix I

Job Attitudes 141 Patterned Interview 141

## Appendix II

Analysis of Factors 143 Analysis of Effects 148

References	151
Index	155