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An Analysis of Worker Satisfaction

Westrate

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AN ANALYSIS OF WORKER SATISFACTION

by

Thomas W. Westrate

A Thesis
Submitted to the
Faculty of the School of Graduate
Studies in partial fulfillment
of the
Degree of Masters of Arts

Western Michigan University
Kalamazoo, Michigan
August, 1969
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Thomas W. Westrate
MASTER'S THESIS

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INTRODUCTION

Job satisfaction has been the subject of research for many years. The most recent efforts in this area have centered around the testing of several theories that might explain the basis for job satisfaction. However, much of what has been written has omitted many of the situational variables such as central life interest, aspirations, expectations, needs, socio-economic levels, and occupational levels. This paper will attempt to examine some of the above situational variables as they relate to the satisfaction of blue and white collar workers.

One approach is to look at the meaning and function of work. In our society, the concept of work is a broad one, and there are many opinions as to its meaning and function. Morse and Weiss (1955) suggest that working serves functions other than an economic one for men in both middle class and working class occupations, and that these non-monetary functions were somewhat different between the two groups. They found differences not only in terms of the characteristics of
the people employed, but also in terms of the job content. For example, middle class occupations emphasized verbal and conceptual skills and interacting with people, whereas working class occupations emphasized skilled use of the body and working with tools and machines.

When one looks at how the typical man in the above study viewed his job, an interesting difference appears. Work to the man in the middle class meant having a purpose, gaining a sense of accomplishment, and expressing himself; not working would leave him without an opportunity to contribute. The working class man, however, viewed his job as having something to do. Not working, he felt, would leave him no outlet for physical activity and he would just be idle.

Finally, Morse and Weiss concluded that these different views of the meaning and function of work do not mean that one group is satisfied while the other is not. Most people adjust to the jobs they have and base their judgment on the particular attributes of the job situation. There appears to be a tendency for the individual to react positively to his work situation and
to emphasize the favorable aspects of it.

An analysis of job satisfaction would not be complete without examining one of the most current and controversial theories. Herzberg's (1959, 1966) theory of job satisfaction has probably stimulated more research in the past few years than any other. Basically, this theory is a two-factor theory of job satisfaction, which states that certain variables in the work environment lead to high job satisfaction, but play a relatively minor part in producing job dissatisfaction. Herzberg labels these variables as motivators or satisfiers. He also indicates that there are other variables which lead to dissatisfaction, but these are of little significance in producing satisfaction. These latter variables are labeled hygiene factors or dissatisfiers.

Research tending to support Herzberg's hypothesis has been performed by Schwartz, Jenusaitis, and Stark (1963), Myers (1964), Saleh (1964), Herzberg (1965), and Dysinger (1965). However, as is often the case in replication studies, the same weakness in the original experimental design is also found in the replication studies; that is, each study used the same critical
incident method in assessing variables related to satisfying or dissatisfying experiences. Studies by Ewen (1964), Wernimont and Dunnette (1964), Dunnette and Kirchner (1965), and Hardin (1965) have all suggested that the recall or critical incident method is of doubtful value. Problems related to the subjective nature of the interview, the strong possibility of defensiveness or social desirability set affecting the nature of the answers, and the inadequacy of self-report data for deriving causal laws like those implied by the two-factor theory all shed doubtful value on this method. Finally, Dunnette (1967) in a review of Work and the Nature of Man, states that:

"Many other studies -- using methodologies such as forced choice, factory analyses, Q sorts and Q analysis, correlational comparisons, multivariate scaling procedures, content analysis, analysis of variance and comparisons of group means in satisfaction measures -- have failed to confirm many of the essential features of the two-factor hypothesis." (page 172)

Since the work of Maslow (1943), many writers have been critical of the lack of need satisfying and self-actualizing job stimuli available to the workers in industry. The problem with much of this research is that
it avoids the question of whether job-related self-actualizing needs are dominant in and applicable to blue collar workers or lower level white collar workers.

The satisfaction of a worker with different aspects of his job has been shown to be a function of his level (Super, 1939; Centers, 1948; Troxell, 1954; Morse and Weiss, 1955; Gurin, Veroff and Feld, 1960; and Centers and Bugental, 1966). For example, Centers (1948) and Morse and Weiss (1955) found that the nature of the work activity is less important to persons working at lower occupational levels than those at higher levels. Similarly, Gurin, Veroff and Feld (1960) and Super (1939) concluded that intrinsic job satisfaction decreased from higher to lower-level white collar jobs, stays about the same for low-level white collar jobs and higher-level blue collar jobs, and then decreases again in lower-level blue collar jobs.

In a recent study by Centers and Bugental (1966), it was found that white collar workers consistently placed a greater value on intrinsic sources of job satisfaction than did blue collar workers. On the other hand, blue collar workers consistently placed greater
value on extrinsic sources of job satisfaction. It was concluded that job motivations of workers at higher occupational levels stem from the work itself; i.e., the skill required to do the job and the interest value of the work, while at the lower occupational levels, job motivations are centered around factors which are external to the job itself; i.e., pay, co-workers, and security. Troxell (1954) found that among workers with higher income and more formal education (white collar), there is a tendency toward greater emphasis on interesting and challenging work. With the worker of lower income and briefer formal educational experience (blue collar), however, greater emphasis is placed on steadiness of work, supervision, and fairness. Malinovsky and Barry (1965) concluded that in general, blue collar workers appear to be more preoccupied with fulfilling basic needs (Maslow's need hierarchy) than are workers in higher occupational levels. In a study designed by Blai (1964), it was found that Maslow's less prepotent needs of self-actualization and advancement, among others, were selected with a higher frequency by professionals than by the trade groups. On
the other hand, more prepotent needs of respect and money security, among others, were selected more frequently by subjects in lower socioeconomic groups than subjects in the managerial and professional groups. Findings by Friedlander (1965) indicate that the task-centered opportunities for self-actualization are of prime importance to the white collar worker while the social environment is of greatest importance to the blue collar worker. Finally, Ross and Zander (1957) found that turnover resulted from job interference with family and community satisfaction as often as the failure to receive need satisfaction on the job.

Because of the nature of their own work, it appears that many of the people advocating more opportunities for self-actualizing are prescribing it for all workers regardless of the workers' values or occupational level. As Strauss (1963) has so candidly pointed out:

"Implicit in these prescriptions are potent value judgements which, with their strong emphasis on individual dignity, creative freedom, and self-development, bear all the earmarks of an academic origin." (page 70)
Thus, according to Friedlander (1965), studies which would encourage a specific job value (self-actualization) or increase the availability of specific job characteristics (intrinsic job factors) for all workers regardless of the workers' membership group, are seemingly based on the following two assumptions: (1) that the workers' membership group has little direct relevance to this work value system, and (2) that the dominant need or motivation in most workers is (or should be) self-actualization.

There probably is not a business in existence today that is not at least superficially concerned with the satisfaction of its employees. Therefore, the more relevant the research in this area is to a particular business or company, the more likely it will be that the research will contribute to an understanding of the factors involved in satisfying employees. To tackle this whole area of job satisfaction, especially with regard to the blue collar group, it was felt that industrial workers should be used as subjects. Much of the research refers to blue collar workers, but rarely are factory workers used as subjects. Since many of the
blue collar workers are employed in a factory situation, it was felt that significant knowledge could be gained in understanding job satisfaction if factory workers were used as subjects.

The purpose, then, of this study is to look at differences in perceived satisfaction with both on the job and off the job activities within and between occupational groups and to examine differences in how these occupational groups view the same job-related activities as being important to them. For the purpose of this study, on the job activities refer to all those activities directly related to the job. These activities may occur at the work place or in the home and the individual may or may not be compensated for them. Off the job activities have been dichotomized to include home and community activities. Home activities refer to those things done that are directly related to the home life. They might include family activities such as camping trips, helping children with homework, etc. or they might include individual activities like paneling a recreation room, gardening, etc. Community activities refer to all those social
activities not related specifically to the job or home. These might include PTA, political office, church work, social clubs, sports, parties with friends, and the like.
METHOD

The subjects (Ss) for this research were employees of a small manufacturing company (409 employees) that supplies rubber and plastic parts to the automobile industry. The company is located in a rural community in southwestern Michigan, and was selected for this research because of its convenience and manufacturing orientation. The Ss were categorized into two major groups, white collar (WC) and blue collar (BC). For the purpose of this study, WC is defined as salaried employees who are exempt from the over-time provisions of the Fair Labor Standards Act. The jobs in this classification range from routine office work to top management decision making. Blue collar workers, on the other hand, are paid by the hour and subject to over-time pay. The majority of jobs in this classification deal with supplying materials to machine operators, operating machines, and preparing materials for a future manufacturing process.

A questionnaire (Appendix C) consisting of three major parts was sent to all 409 employees. In the first
part, the Ss were asked to respond to questions relating to job, home, and community activities. This part of the questionnaire is a modified version of the Brayfield and Rothe (1951) Index of Job Satisfaction. The items in this Index were expanded to include questions on home and community activities by substituting the words home and community for job in the original statement. For example, the statement, "I am often bored with my job.", was changed to, "I am often bored with my home life." and "I am often bored with community activities". When all 50 items were developed, they were randomly assigned an order in the questionnaire. Also, each S was asked to respond to question number one before answering question number two, and so on. With the polarity of the "Likert-type" response scale being mixed; i.e., an "agree" answer could be positive one time and negative another time, and with the random ordering of questions, the tendency to always respond in a set pattern or to answer similar questions the same way was hopefully minimized.

Part two of the questionnaire required each S to estimate the number of voluntary, uncompensated hours
per week he spent in job, home, and community activities. After the questionnaire was administered, it was learned that provisions under the 1938 Fair Labor Standards Act requires a company to pay its hourly employees for all time spent in job-related work whether it is at the place of employment or in the home. Therefore, most of the time estimates received were "0" and part two of the questionnaire had to be disregarded.

Part three requested that each S rank order a list of factors from most to least important. The list consisted of five motivator and five hygiene factors and was taken from a list developed by Troxell (1954).

Each employee was sent a cover letter (Appendix A), set of instructions (Appendix B), and a questionnaire. To help increase the response rate, a stamped, self-addressed envelope was included with each questionnaire. Prior to the mailing, discussions were held with the Union President and the Personnel Manager. The purpose of these discussions was to acquaint them with the study and to seek their help in encouraging employees to participate. It was agreed that the most effective way to administer the questionnaire was to use the company
addressograph and mail it to each employee's home. Also, it was stressed both in the discussions and in the cover letter that the study was not company related and no one from the company would see the results.

A total of 409 questionnaires were mailed; 367 to hourly employees (blue collar), and 42 to salaried employees (white collar). Of this total, 114 usable questionnaires were returned (28%); 93 blue collar (25%) and 21 white collar (50%). The average age of the blue collar worker was 37.95 years (male = 39.77 and female = 37.39) and the average age of the white collar worker was 35.38 years (male = 36.87 and female = 30.60).

It should be noted that the 28% response rate could be indicative of a sample bias. Unfortunately, due to the insistence by the company that their employees not be contacted during working hours, economic limitations prevented a follow-up program to help increase the rate of return. Because nothing is known about the 72% of the people who did not respond, only tentative conclusions can be drawn. For example, did the Ss who responded do so because they were more satisfied or less satisfied than the others? Did the Ss who failed to
respond do so because the questionnaire was too confusing or too personal? These are some of the questions that need to be considered when evaluating the results.
RESULTS

The scope of this study included observing differences in satisfaction within and between BC and WC workers as well as observing how BC and WC workers rank order the same job-related items. Therefore, two statistical approaches were employed to evaluate data obtained from the questionnaire: a factorial analysis of variance and the Mann-Whitney U test.

In examining differences within and between BC and WC workers, a 2 x 3 (occupational level x satisfaction categories; i.e., job, home and community) analysis of variance was used. Further, since the number (n) of Ss in each of the cells was different, an unweighted means solution had to be derived. The analysis follows the model outlined by Winer (1962). To examine differences in how BC and WC workers rank ordered the ten job-related items, the Mann-Whitney U test described by Downie and Heath (1959) was used.

The data are presented in table and figure form. Tables I through VII (and related figures) represent 16.
differences in satisfaction while Tables VIII and IX represent differences in the rank ordering of job-related items. It should be noted that to isolate some of the variables that may have caused differences between BC and WC workers, the following factors were examined: age, sex, marital status, and education.

Table I shows that the difference in satisfaction scores between BC and WC workers is significant (.01). It also shows a significant (.01) interaction effect. Figure 1 illustrates that WC workers are more satisfied with on the job and off the job activities than are BC workers.

Table II shows a significant difference (.01) in satisfaction scores between those WC workers 40 years of age and below and those who are 41 years of age and older. A significant (.05) interaction effect is also present. Figure 2 shows the scores of the two age groups for satisfaction with job, home, and community activities; the largest difference being in satisfaction with home activities.

Table III shows the age-satisfaction analysis for BC workers. A significant difference (.01) in satis-

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### TABLE I

Analysis of Variance of Satisfaction Scores As a Function of Worker Classification

<table>
<thead>
<tr>
<th>Source</th>
<th>SS</th>
<th>df</th>
<th>MS</th>
<th>F</th>
</tr>
</thead>
<tbody>
<tr>
<td>A (BC vs. WC)</td>
<td>30.75</td>
<td>1.00</td>
<td>30.75</td>
<td></td>
</tr>
<tr>
<td>B (Satisfaction)</td>
<td>339.93</td>
<td>2.00</td>
<td>169.96</td>
<td>143.89**</td>
</tr>
<tr>
<td>AB</td>
<td>29.01</td>
<td>2.00</td>
<td>14.50</td>
<td>12.28**</td>
</tr>
<tr>
<td>Within Cell</td>
<td>6749.35</td>
<td>5714.00</td>
<td>1.18</td>
<td></td>
</tr>
</tbody>
</table>

** p < .01

*Fig. 1. The scores of blue collar and white collar workers for three levels of satisfaction.*
### TABLE II

Analysis of Variance of Satisfaction Scores As a Function of White Collar Age

<table>
<thead>
<tr>
<th>Source</th>
<th>SS</th>
<th>df</th>
<th>MS</th>
<th>F</th>
</tr>
</thead>
<tbody>
<tr>
<td>A (Age:WC)</td>
<td>2.25</td>
<td>1.00</td>
<td>2.25</td>
<td></td>
</tr>
<tr>
<td>B (Satisfaction)</td>
<td>146.08</td>
<td>2.00</td>
<td>73.04</td>
<td>64.97**</td>
</tr>
<tr>
<td>AB</td>
<td>8.96</td>
<td>2.00</td>
<td>4.48</td>
<td>3.98*</td>
</tr>
<tr>
<td>Within Cell</td>
<td>1161.27</td>
<td>1033.00</td>
<td>1.12</td>
<td></td>
</tr>
</tbody>
</table>

* p < .05  
** p < .01

Fig. 2. The scores of white collar workers for three levels of satisfaction by age categories.
### TABLE III

Analysis of Variance of Satisfaction Scores
As a Function of Blue Collar Age

<table>
<thead>
<tr>
<th>Source</th>
<th>SS</th>
<th>df</th>
<th>MS</th>
<th>F</th>
</tr>
</thead>
<tbody>
<tr>
<td>A (Age: BC)</td>
<td>32.82</td>
<td>2</td>
<td>16.41</td>
<td></td>
</tr>
<tr>
<td>B (Satisfaction)</td>
<td>269.86</td>
<td>2</td>
<td>134.93</td>
<td>113.87*</td>
</tr>
<tr>
<td>AB</td>
<td>22.61</td>
<td>4</td>
<td>5.65</td>
<td>4.77*</td>
</tr>
<tr>
<td>Within Cell</td>
<td>5476.86</td>
<td>4622.00</td>
<td>1.18</td>
<td></td>
</tr>
</tbody>
</table>

** p < .01

Fig. 3. The scores of blue collar workers for three levels of satisfaction by age categories.
faction scores and a significant interaction effect (.01) are present. Figure 3 points up a major difference between BC and WC workers when compared to Figure 2. Unlike Figure 2, where the younger employees showed higher job, home, and community satisfaction, Figure 3 shows just the opposite; i.e., older employees have higher satisfaction.

When the effect of sex on satisfaction is examined (Table IV), significant differences (.01) and interaction (.01) effects are found. An analysis of the interaction effect shows that male employees score higher on satisfaction with job and home activities, but female employees score higher on satisfaction with community activities. It is interesting to note that the greatest difference between male and female employees lies in the satisfaction with home activities, males being the more satisfied.

Satisfaction as a function of marital status is shown in Table V. Again, significant differences (.01) and an interaction (.01) are present. Figure 5 shows that the married employees are more satisfied with job, home, and community activities than were those who were not
### TABLE IV

Analysis of Variance of Satisfaction Scores
As a Function of Sex

<table>
<thead>
<tr>
<th>Source</th>
<th>SS</th>
<th>df</th>
<th>MS</th>
<th>F</th>
</tr>
</thead>
<tbody>
<tr>
<td>A (Sex)</td>
<td>10.91</td>
<td>1.00</td>
<td>10.91</td>
<td></td>
</tr>
<tr>
<td>B (Satisfaction)</td>
<td>453.30</td>
<td>2.00</td>
<td>266.65</td>
<td>191.37**</td>
</tr>
<tr>
<td>AB</td>
<td>41.10</td>
<td>2.00</td>
<td>20.55</td>
<td>17.35**</td>
</tr>
<tr>
<td>Within Cell</td>
<td>6589.71</td>
<td>5564.00</td>
<td>1.18</td>
<td></td>
</tr>
</tbody>
</table>

** p < .01

---

Fig. 4. The scores of blue collar and white collar workers for three levels of satisfaction by sex.

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### TABLE V

Analysis of Variance of Satisfaction Scores  
As a Function of Marital Status

<table>
<thead>
<tr>
<th>Source</th>
<th>SS</th>
<th>df</th>
<th>MS</th>
<th>F</th>
</tr>
</thead>
<tbody>
<tr>
<td>A (Marital Status)</td>
<td>40.81</td>
<td>1.00</td>
<td>40.81</td>
<td></td>
</tr>
<tr>
<td>B (Satisfaction)</td>
<td>330.96</td>
<td>2.00</td>
<td>165.48</td>
<td>139.69**</td>
</tr>
<tr>
<td>AB</td>
<td>17.46</td>
<td>2.00</td>
<td>8.73</td>
<td>7.37**</td>
</tr>
<tr>
<td>Within Cell</td>
<td>6533.20</td>
<td>5515.00</td>
<td>1.18</td>
<td></td>
</tr>
</tbody>
</table>

** P < .01

Fig. 5. The scores of blue collar and white collar workers for three levels of satisfaction by marital status.
married. Married in this study means living together
to distinguish it from those who are separated. If an
employee was single, widowed, divorced, or separated,
he was counted as being not married.

Table VI shows that the scores of the BC workers
differed by type of satisfaction (F=107.15). It also
shows that the differences were not due to educational
level; i.e., F=.79 indicates there was no interaction.
Similar results for WC workers can be seen in Table VII.

Each S was given a list of ten job-related items
to rank order from most to least important. Table VIII
shows each of the ten factors, its type, and rank by
worker classification. Table IX shows that although
there were differences in how BC and WC workers rank
ordered these items, the differences were not
significant.
### TABLE VI

Analysis of Variance of Satisfaction Scores
As a Function of Blue Collar Education

<table>
<thead>
<tr>
<th>Source</th>
<th>SS</th>
<th>df</th>
<th>MS</th>
<th>F</th>
</tr>
</thead>
<tbody>
<tr>
<td>A (BC Education)</td>
<td>1.45</td>
<td>1.00</td>
<td>1.45</td>
<td></td>
</tr>
<tr>
<td>B (Satisfaction)</td>
<td>255.87</td>
<td>2.00</td>
<td>127.93</td>
<td>107.15**</td>
</tr>
<tr>
<td>AB</td>
<td>1.90</td>
<td>2.00</td>
<td>.95</td>
<td>.79</td>
</tr>
<tr>
<td>Within Cell</td>
<td>5522.02</td>
<td>4625.00</td>
<td>1.19</td>
<td></td>
</tr>
</tbody>
</table>

** p < .01

### TABLE VII

Analysis of Variance of Satisfaction Scores
As a Function of White Collar Education

<table>
<thead>
<tr>
<th>Source</th>
<th>SS</th>
<th>df</th>
<th>MS</th>
<th>F</th>
</tr>
</thead>
<tbody>
<tr>
<td>A (WC Education)</td>
<td>2.93</td>
<td>1.00</td>
<td>2.93</td>
<td></td>
</tr>
<tr>
<td>B (Satisfaction)</td>
<td>160.84</td>
<td>2.00</td>
<td>80.42</td>
<td>70.98**</td>
</tr>
<tr>
<td>AB</td>
<td>.50</td>
<td>2.00</td>
<td>.25</td>
<td>.22</td>
</tr>
<tr>
<td>Within Cell</td>
<td>1170.30</td>
<td>1033.00</td>
<td>1.13</td>
<td></td>
</tr>
</tbody>
</table>

** p < .01
<table>
<thead>
<tr>
<th>Type of Factor</th>
<th>Factor</th>
<th>Rank Blue Collar</th>
<th>Rank White Collar</th>
</tr>
</thead>
<tbody>
<tr>
<td>Motivator</td>
<td>Knowing what is expected in my work</td>
<td>3</td>
<td>2.5</td>
</tr>
<tr>
<td>Hygiene</td>
<td>Fair and understanding boss</td>
<td>2</td>
<td>7</td>
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<tr>
<td>Hygiene</td>
<td>Knowing about important developments</td>
<td>9</td>
<td>6</td>
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<tr>
<td>Hygiene</td>
<td>Working with congenial people</td>
<td>1</td>
<td>5</td>
</tr>
<tr>
<td>Motivator</td>
<td>Doing useful work well</td>
<td>4</td>
<td>2.5</td>
</tr>
<tr>
<td>Hygiene</td>
<td>Income as high as conditions permit</td>
<td>6</td>
<td>8</td>
</tr>
<tr>
<td>Motivator</td>
<td>Interesting work</td>
<td>5</td>
<td>1</td>
</tr>
<tr>
<td>Motivator</td>
<td>Challenging work</td>
<td>8</td>
<td>4</td>
</tr>
<tr>
<td>Hygiene</td>
<td>Continue having work</td>
<td>7</td>
<td>10</td>
</tr>
<tr>
<td>Motivator</td>
<td>Win advancement</td>
<td>10</td>
<td>9</td>
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<td>Y (WC)</td>
<td>Rx (BC)</td>
<td>Ry (WC)</td>
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<td>6.380</td>
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<td>8.058</td>
<td>8.142</td>
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\[ N_1 = 10 \quad N_2 = 10 \quad \xi_{Rx} = 122 \quad \xi_{Ry} = 88^* \]

*88 > 27 (2 tail @ .10)
DISCUSSION

The results indicate that there were significant differences in satisfaction with both on the job and off the job activities between BC and WC workers. There was, however, no significant difference between BC and WC workers in how they rank-ordered the same job-related items. The results also show that age, sex, and marital status had an effect on satisfaction scores. Finally, the results showed that education did not have an effect on job satisfaction scores. This latter result is consistent with the research of Fryer (1926), Kornhauser and Sharp (1932), Cain (1942), and Ash (1954).

A relation between age and job satisfaction of BC workers (Table III) was also found by Super (1941), Benge and Copell (1947), Mann (1953), Ash (1954) and Bernberg (1954). Typically, job satisfaction is found to be high for the young new employee, starts a rapid decline after the first few years, begins to increase between 30-35 years of age, and usually reaches a high peak around 55 or 60 years of age. The effect of WC
age on job satisfaction (Table II), however, does not show the same trend. This may be due to the fact that the WC sample used in this study was relatively small.

The research pertaining to the effect of sex on job satisfaction is mixed. However, the results of this study are consistent with those of Cole (1940) and Hulin and Smith (1964) which show male employees to be more satisfied with their job than female employees. The effect of marital status on satisfaction (Table V) is similar to the findings of Eckerman (1948), Harris (1949), Chase (1951), and Inlow (1951). This research shows married employees as having higher job satisfaction than those who are not married.

In examining the effect of occupational level (BC or WC) on job satisfaction, the results support the findings of Super (1939), Centers (1948), Mann (1953), Ash (1954), and Davis (1957) indicating that higher occupational levels (WC) tend to have higher job satisfaction. These results, however, disagree with the findings by Morse and Weiss (1955) and Smith and Kendall (1963) which suggest that individuals tend to react positively toward their work situation and
emphasize the favorable aspects of it.

In examining the results showing a significant difference between BC and WC workers in satisfaction with off the job activities, knowledge of the community where the plant (work place) is located may be important. The study was made in a small rural town of 1400 located in southwestern Michigan. It is 20 miles from a larger city (population 181,000) and the people rely on the larger city for most of their civic, cultural, and social activities.

Previous research suggests two possible explanations for the significant difference between BC and WC workers in satisfaction with off the job activities. First, the general satisfaction and personality of the worker may have an effect. The findings of Stapel (1950), Weitz (1952), and Kessler (1954) all suggest that job satisfaction is related to the workers' general satisfaction. They found that workers who had high morale in general will have high job-related morale. These findings imply, conversely, that a person with low general morale will have low job morale. Herzberg (1957) sums it up this way:
"The satisfied worker is, in general, a more flexible better adjusted individual (Smith, 1936), who has come from a superior family environment (Friend and Haggard, 1948), or who has the 'capacity to overcome the affects of an inferior environment'. (Paterson and Stone, 1942). The worker dissatisfied with his job, in contrast, is often rigid, inflexible, unrealistic in his choice of goals, unable to overcome environmental obstacles, generally unhappy and dissatisfied." (page 20)

The second possible explanation comes from the work of Holmes (1963). He found that "... among individuals experiencing need-dissatisfaction at work, a leisure activity is desired which will fulfill these same needs; the greater the dissatisfaction, the more important the fulfillment in leisure" (page 3831). Because of the way BC jobs are designed, many of the workers may have to turn to leisure (off the job) activities to meet their needs that cannot be met on the job. Further, because of the previously described characteristics of the community, these workers may not be able to satisfy their needs in leisure activities either. Hence, the BC workers are less satisfied with off the job activities than are WC workers. (It should be noted that there is a noticeable lack of research in this area and no firm conclusions can be drawn.)
The findings that there was no significant difference in how BC and WC workers rank-ordered the same job-related items are inconsistent with the findings of Centers (1948), Troxell (1954), Morse and Weiss (1955), Blai (1964), Malinovsky and Barry (1965), Friedlander (1965, 1966), and Centers and Bugental (1966). This body of research all supports the notion that workers differ in the job-related factors they view as being important.

Although no significant difference was found, a trend is evident which suggests that WC workers view motivator-type factors as being more important than do BC workers. For example, WC workers selected motivator-type factors as their first four most important factors while BC workers selected hygiene-factors as their first and second choice. These results are similar to those of Troxell (1954).
SUMMARY

The purpose of this study was to look at differences in perceived satisfaction scores within and between occupational levels and to examine differences in how these occupational groups view the same job-related activities as being important to them. The three sources of satisfaction measured were job, home, and community activities.

The subjects for this study were employees of a small manufacturing company. They were divided into two major groups, blue collar and white collar. Each subject was mailed a three-part questionnaire to complete and return in a stamped, self-addressed envelope. Out of the 409 questionnaires mailed, the return rate was 25% for the blue collar group and 50% for the white collar group.

The results show a significant difference between blue collar and white collar workers in their satisfaction with on the job and off the job activities. Further, they showed no significant difference in how
blue collar and white collar workers rank-order the same job-related items. Factors that had an effect on satisfaction scores were age, sex, and marital status.

While these findings are consistent with much of the literature, more research is necessary on how to apply this information to meet the goals and objectives of a particular work environment.
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Appendix A

February 21, 1967

Dear Automotive Rubber Co. Employee:

The purpose of this letter is to introduce myself, and to sincerely hope you will be kind enough to finish reading this letter and then take the few minutes to answer the enclosed questionnaire. In return, I will offer you interesting and important information not available anywhere else.

My name is Tom Westrate. I am attending Western Michigan University and expect to graduate in April.

The study that I am doing is to try and find out how workers feel about their job, home, and community activities. I am not concerned with your questionnaire by itself, but rather with the questionnaires of all the workers in similar jobs. Consequently, please complete the questionnaire carefully, but DO NOT put your name on it.

I want you to answer each question according to how you personally (not your family or friends) feel about the statement. This can probably best be done in the comfort of your own home. After you have finished the questionnaire, please place it in the enclosed stamped envelope, seal it, and drop it in the nearest mail box. Please do not delay! I would appreciate your taking the 20 to 30 minutes today or tomorrow and mailing it right back.

After I have received all the questionnaires, I will analyze them on our computer. When the analysis is finished and I have tabulated the results, you may receive a copy for your own personal use if you so desire.

41.

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These results will show you how you compared with other workers in similar jobs and in different jobs with regard to attitudes about your job, home, and community activities.

If you want a copy of my report, please complete the separate form and mail it back with your questionnaire. You will note that this request for a copy is on a separate sheet. This guarantees that your questionnaire will remain unidentified. This will become a mailing label so please write or print clearly.

Thank you for your time. I appreciate your helping me to complete this project so I can graduate. I am sure that you will find this study both interesting and rather fun.

Sincerely yours,

Thomas W. Westrate
Appendix B

DIRECTIONS

Some activities are more interesting and satisfying than others. We want to know how you feel about activities in your job, your home, and your community.

Job activities refer to all of those things you do which are directly related to your job. These may occur at your place of work or in your home. These activities may be directly compensated or you may not be paid for them.

Home activities refer to all those things you do directly related to your home life. These may include family activities such as camping trips or helping your children with their homework or they may include activities such as paneling your recreation room or gardening, etc.

Community activities refer to all of those social activities not related specifically to your job or home. This will include PTA, political office, church work, social clubs, volunteer activities, sports, parties with friends, and the like.

43.
There are three parts to this questionnaire. Read the directions to each part carefully. Since each part of the questionnaire is different, it is important that you read the directions before answering.

There are no right or wrong answers. All completed questionnaires will be kept anonymous and you will not be identified with your answers. You can, therefore, feel free to answer the questions truthfully and accurately. Your employer will NOT see these questionnaires.

Work rapidly, but be sure to answer every item. Do not spend too much time answering any one item. Your first impression is the important one.
Appendix C

Please fill in the blanks below or circle where appropriate.

Age______  Sex_______  Date______

Are you: Married  Single  Divorced  Other

If married how many children do you have?______

Circle the highest grade you completed in regular day school or college.

Grade 1 2 3 4 5 6 7 8  High School 1 2 3 4
College 1 2 3 4  Grad. School 1 2 3 4 5 6

What is your present occupation?____________________

Is this a full time job?  Yes  No

Have you had any formal training not in regular day school or college?______years

45.
PART ONE

Part one consists of fifty statements regarding your job, home, and community activities. After you have read each statement you are to indicate whether you Strongly Agree, Agree are Undecided, Disagree, or Strongly Disagree by circling the appropriate response. For example, if you disagree with a statement you are to put a circle around disagree.

Read and answer the first statement and then go on to the second. Please answer each statement in the order presented. Do not go back over them and do not change your answers.

Some statements may sound alike, but each one is different so be sure to read each statement carefully. There are no right or wrong answers so please give us your honest opinion.

1. I feel that I am happier in my work than most other people.
   STRONGLY AGREE AGREE UNDECIDED DISAGREE STRONGLY DISAGREE

2. I am disappointed that I ever took this job.
   STRONGLY AGREE AGREE UNDECIDED DISAGREE STRONGLY DISAGREE

3. I feel fairly well satisfied with the community in which I live.
   STRONGLY AGREE AGREE UNDECIDED DISAGREE STRONGLY DISAGREE

4. My home life is pretty uninteresting.
   STRONGLY AGREE AGREE UNDECIDED DISAGREE STRONGLY DISAGREE

5. I feel that my home life is no more interesting than others I know about.
   STRONGLY AGREE AGREE UNDECIDED DISAGREE STRONGLY DISAGREE

6. My home life is usually interesting enough to keep me from getting bored.
   STRONGLY AGREE AGREE UNDECIDED DISAGREE STRONGLY DISAGREE

7. I definitely dislike my work.
   STRONGLY AGREE AGREE UNDECIDED DISAGREE STRONGLY DISAGREE

46.
8. I find real enjoyment in my home life.
   STRONGLY AGREE  AGREE  UNDECIDED  DISAGREE  STRONGLY DISAGREE

9. I consider my job rather unpleasant.
   STRONGLY AGREE  AGREE  UNDECIDED  DISAGREE  STRONGLY DISAGREE

10. I consider my home life rather unpleasant.
    STRONGLY AGREE  AGREE  UNDECIDED  DISAGREE  STRONGLY DISAGREE

11. It seems that my friends are more interested in their home life.
    STRONGLY AGREE  AGREE  UNDECIDED  DISAGREE  STRONGLY DISAGREE

12. I like my home life better than the average man does.
    STRONGLY AGREE  AGREE  UNDECIDED  DISAGREE  STRONGLY DISAGREE

13. I am satisfied with my job for the time being.
    STRONGLY AGREE  AGREE  UNDECIDED  DISAGREE  STRONGLY DISAGREE

14. I find real enjoyment while participating in community activities.
    STRONGLY AGREE  AGREE  UNDECIDED  DISAGREE  STRONGLY DISAGREE

15. I am satisfied with my community for the time being.
    STRONGLY AGREE  AGREE  UNDECIDED  DISAGREE  STRONGLY DISAGREE

16. It seems that my friends are more interested in their jobs.
    STRONGLY AGREE  AGREE  UNDECIDED  DISAGREE  STRONGLY DISAGREE

17. Community activities usually keep me from getting bored.
    STRONGLY AGREE  AGREE  UNDECIDED  DISAGREE  STRONGLY DISAGREE

18. I am often bored with my home life.
    STRONGLY AGREE  AGREE  UNDECIDED  DISAGREE  STRONGLY DISAGREE

19. I feel that my community activities are no more interesting than the other people's.
    STRONGLY AGREE  AGREE  UNDECIDED  DISAGREE  STRONGLY DISAGREE

20. Most of the time I have to force myself to go home.
    STRONGLY AGREE  AGREE  UNDECIDED  DISAGREE  STRONGLY DISAGREE

21. Each day of work seems like it will never end.
    STRONGLY AGREE  AGREE  UNDECIDED  DISAGREE  STRONGLY DISAGREE
22. I enjoy participating in community activities more than most people do.  
   STRONGLY AGREE  AGREE  UNDECIDED  DISAGREE  STRONGLY DISAGREE

23. I like community activities better than the average man does.  
   STRONGLY AGREE  AGREE  UNDECIDED  DISAGREE  STRONGLY DISAGREE

24. I feel that my home life is happier than that of other people's.  
   STRONGLY AGREE  AGREE  UNDECIDED  DISAGREE  STRONGLY DISAGREE

25. I am disappointed in community activities.  
   STRONGLY AGREE  AGREE  UNDECIDED  DISAGREE  STRONGLY DISAGREE

26. My friends are more interested in community activities than I am.  
   STRONGLY AGREE  AGREE  UNDECIDED  DISAGREE  STRONGLY DISAGREE

27. I definitely dislike participating in community activities.  
   STRONGLY AGREE  AGREE  UNDECIDED  DISAGREE  STRONGLY DISAGREE

28. I am often bored with community activities.  
   STRONGLY AGREE  AGREE  UNDECIDED  DISAGREE  STRONGLY DISAGREE

29. Most days I am enthusiastic about my home life.  
   STRONGLY AGREE  AGREE  UNDECIDED  DISAGREE  STRONGLY DISAGREE

30. I like my job better than the average worker does.  
   STRONGLY AGREE  AGREE  UNDECIDED  DISAGREE  STRONGLY DISAGREE

31. I feel fairly well satisfied with my present job.  
   STRONGLY AGREE  AGREE  UNDECIDED  DISAGREE  STRONGLY DISAGREE

32. I am satisfied with my home life for the time being.  
   STRONGLY AGREE  AGREE  UNDECIDED  DISAGREE  STRONGLY DISAGREE

33. I enjoy my work more than my leisure time.  
   STRONGLY AGREE  AGREE  UNDECIDED  DISAGREE  STRONGLY DISAGREE

34. My job is usually interesting enough to keep me from getting bored.  
   STRONGLY AGREE  AGREE  UNDECIDED  DISAGREE  STRONGLY DISAGREE

35. I consider my community activities to be rather unpleasant.  
   STRONGLY AGREE  AGREE  UNDECIDED  DISAGREE  STRONGLY DISAGREE
36. I find real enjoyment in my work.
   STRONGLY AGREE  AGREE  UNDECIDED  DISAGREE  STRONGLY DISAGREE

37. I am often bored with my job.
   STRONGLY AGREE  AGREE  UNDECIDED  DISAGREE  STRONGLY DISAGREE

38. I enjoy my home life more than my work.
   STRONGLY AGREE  AGREE  UNDECIDED  DISAGREE  STRONGLY DISAGREE

39. I definitely dislike my home life.
   STRONGLY AGREE  AGREE  UNDECIDED  DISAGREE  STRONGLY DISAGREE

40. I feel that my job is no more interesting than others I could get.
   STRONGLY AGREE  AGREE  UNDECIDED  DISAGREE  STRONGLY DISAGREE

41. I am disappointed in my home life.
   STRONGLY AGREE  AGREE  UNDECIDED  DISAGREE  STRONGLY DISAGREE

42. My job is pretty uninteresting.
   STRONGLY AGREE  AGREE  UNDECIDED  DISAGREE  STRONGLY DISAGREE

43. Community activities are pretty uninteresting.
   STRONGLY AGREE  AGREE  UNDECIDED  DISAGREE  STRONGLY DISAGREE

44. Most days I am enthusiastic about my work.
   STRONGLY AGREE  AGREE  UNDECIDED  DISAGREE  STRONGLY DISAGREE

45. Most of the time I have to force myself to go to work.
   STRONGLY AGREE  AGREE  UNDECIDED  DISAGREE  STRONGLY DISAGREE

46. I feel fairly well satisfied with my home life.
   STRONGLY AGREE  AGREE  UNDECIDED  DISAGREE  STRONGLY DISAGREE

47. I have to force myself when I participate in community activities.
   STRONGLY AGREE  AGREE  UNDECIDED  DISAGREE  STRONGLY DISAGREE

48. I enjoy participating in community activities more than working.
   STRONGLY AGREE  AGREE  UNDECIDED  DISAGREE  STRONGLY DISAGREE

49. Most days I am enthusiastic about community activities.
   STRONGLY AGREE  AGREE  UNDECIDED  DISAGREE  STRONGLY DISAGREE

50. My job is like a hobby to me.
   STRONGLY AGREE  AGREE  UNDECIDED  DISAGREE  STRONGLY DISAGREE
PART TWO

In this second part we would like an estimated amount of voluntary, uncompensated (do not get paid for) time, per week, that you spend in each of the three activities listed below. There is no "right" amount of time so please try to be as accurate in your estimate as possible.

1. How much time do you voluntarily spend on job-related activities, either at your place of work or in your home?

   __________ hours per week

2. How many hours per week do you voluntarily spend in family activities?

   __________ hours per week

3. How many hours per week do you voluntarily spend in community, church, or social activities?

   __________ hours per week
PART THREE

Part three consists of ten factors related to your job. You are to put the number "1" next to the statement that is most important to you, the number "2" next to the statement that is second most important and so on until you have ranked all ten factors. (The factor with the number "10" next to it is the factor that is least important to you)

____ Knowing definitely what is expected of me in my work.
____ Having a fair and understanding boss (foreman, supervisor).
____ Knowing about important developments that relate to my work.
____ Working with congenial (friendly) people.
____ Knowing that I am doing useful work and doing it well.
____ Knowing that my income from my work will be as high as conditions permit.
____ Having work that is interesting to me.
____ Having work that challenges me.
____ Knowing that I shall continue having my job as long as I do my part.
____ Knowing that I will win advancement if I deserve it.