

# Contents

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



## PART II · The Results

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



<i>The Problem of Selection</i>	134
<i>Supervision</i>	134
<i>What Then Becomes of the Concept of Participation?</i>	136
<i>A Program in Mental Health</i>	137
<i>The Final Goal</i>	138

## Appendix I

Job Attitudes	141
Patterned Interview	141

## Appendix II

Analysis of Factors	143
Analysis of Effects	148

References	151
------------	-----

Index	155
-------	-----