This publication in the Personnel Bibliography Series supplements two previous bibliographies on productivity, motivation, and incentive awards and on managing human behavior. It covers materials received in the Civil Service Commission's Library during 1970 and 1971. Categories for which annotated references are provided include individual-organizational relationships, organizational change and development, morale and job satisfaction, attitude surveys, motivation and productivity, job enlargement as a motivating device, creativity and innovative behavior, and using incentive awards. (MF)
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FOREWORD

This number in the Personnel Bibliography Series supplements no. 16, Productivity, Motivation and Incentive Awards (1965) and no. 35, Managing Human Behavior (1970), covering materials received in the Library during 1970 and 1971. Since other numbers in the Series cover general aspects of personnel management and personnel research as well as research in such special areas as training, performance evaluation, supervisory selection, etc., these special categories have not been included here. This bibliography contains material on job enlargement as a motivating device, but references on job design and redesign will be found in Personnel Bibliography no. 39, Manpower Planning and Utilization (1971).

This bibliography was compiled by members of the Library staff and reviewed by Mr. Karl C. Drew, Director of Staffing, Personnel Management Training Center, Bureau of Training.

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IMPROVING EMPLOYEE PERFORMANCE

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"... There is a tremendous need in industry, education, and organized effort everywhere for more leaders who are willing to replace some conventional common sense with expert knowledge about individual, interpersonal, and organizational behavior. This expert knowledge can serve, in turn as the basis for a more informed common sense that will be in a better position to balance and weigh expert knowledge from many sources."


"The intent of this paper was to bring to the attention of organizational theorists the potential that open systems theory has for integrating the study of topics heretofore considered theoretically and conceptually heterogeneous.... "The concepts of authority, membership and organizational autonomy were developed in the context of organizations conceptualized as boundary maintaining systems. Authority as control over organizational boundaries was shown to be theoretically linked to member compliance. Finally, organizational strategies to secure member compliance under conditions of inter-organizational conflict were discussed and several predictions made about the conditions under which boundary constriction or expansion will be used in a conflict situation."


Identifies sources of discontent and hostility and explores problem of public administrators in dealing with conflict.
Individual-Organizational Relationships -- General (Cont'd)

Bailey, Gerald C.
"This study undertakes to predict effects of line/staff organizational membership and of organizational climate on estimates of task performance time."

Baker, Frank, Peter J. M. McEwan and Alan Sheldon, eds.
Vol. 1. Selected readings. Partial contents: Occupational mental health: review of an emerging art, by Alan A. McLean; The relation of group morale to the incidence and duration of medical incapacity in industry, by Kees Brodman and Louis F. Hellman; Background and organizational factors in absenceism, by Howard Baumgartel and Ronald Sobol; Mental-health implications of aging in industry, by H. Meltzer; Properties of organization structure in relation to job attitudes and job behavior, by Lyman W. Porter and Edward E. Lawler, III; Organizational structure and employee morale, by James C. Worthy; Some effects of organization size on member attitudes and behavior, by Bernard P. Indik; Positive and negative motivations toward work, by Frank Friedlander and Eugene Walton; Theory and method in applying behavioral science to planned organizational change, by Warren G. Bennis.

Bass, Bernard M. and Marvin D. Dunnette.
This article contains two extracts from a technical report which was presented before the annual meeting of the American Psychological Association, September 6, 1970.
"Organizational life in the '70's and beyond," by Bass predicts involvements with the older, the women, and the youthful workers, and with new reward systems. "Research needs of the future in industrial and organizational psychology," by Dunnette includes an outline of trends in industrial psychology since 1930 and a prediction of a future dominated by the transience of life.

Blake, Robert R. and Jane S. Mouton.
Identifies four classical media for resolving differences: science, politics, law and organizational hierarchy. Proposes yet another, the Fifth Achievement, a method of resolving conflict in a man-to-man way through insight and understanding. Paper focuses on a first step toward the Fifth Achievement, the Conflict Grid.

Bradford, Leland P. and Jerry B. Harvey.
Ill-founded, untested beliefs can more powerfully determine the behavior of organization members than can structural and managerial efforts. Characteristics of myths, their detection, destruction, and the setting of new norms are considered.
Brianas, James G.
Problem areas in the interpersonal relationships between employees and their supervisors in three Federal agencies are identified from data obtained by means of interviews and a "Work Relations Questionnaire." Suggests that through managerial applications of the behavioral sciences, tremendous reserves of creative human energy can be unleashed within organizations.

Brown, Michael L.
Skilled and professional employees (93%) of the Tennessee Valley Authority participated in this survey investigating the correlates of organizational identification. "Analysis of identification indicated that it depends on the presence of opportunities to satisfy symbolic motivational states. It also indicated that identification as a mode of orientation can be distinguished from other apparently similar modes such as satisfaction."

Bruce, Martin M.
Highlights of research and applications of human relations presented in the language of the businessman. "The main body of this text was originally requested by and written for, an office of the federal government."
Partial contents: The human being on the job; Selection; Orientation-induction--starting right; Training; Handling individual problems.

Bruce, Martin M.
Suggests that "keeping your employees operating efficiently is one of the reasons for a Human Relations program." Considers factors affecting morale and offers pointers on selection, orientation and training. Replaces a publication by John Perry, originally published in 1954 by U. S. Small Business Administration.

Burke, Ronald J.
Reports on three empirical evaluations of alternative methods of resolving the supervisor-subordinate conflict.
Individual-Organizational Relationships--General (Cont'd)


"The primary purpose of this book is to provide both students and those supervisors who already have taken their places in the world of work with a broad orientation to the human, social, and organizational elements encountered on the job." Covers needs and attitudes of the individual, the job environment and its significance to the individual, systems to be found in formal organizations, and informal systems in work groups which affect the worker.


Pointers for executives on handling preventable people- or environment-related problems which cause tension in an organization. The focus is on cultivating productive interpersonal relations.


"More 'open' styles of organizational leadership are found to result in increased worker involvement (as measured by perceived fulfillment), but also to socialize members toward greater deference to organizational authority."


Describes several tension-relieving games which most employees learn to play with their supervisors.


Readings to aid managers in applying behavioral sciences to human relations.

Partial contents: Interpersonal communication, by W. Warner Burke; Conditions for manager motivation, by M. Scott Myers; Dynamics of leadership, by Jack R. Gibb; Participative management: time for a second look, by R. C. Albrook; Today's problems with tomorrow's organizations, by Chris Argyris; Emerging criteria for organization development, by Gordon L. Lippitt.
Individual-Organizational Relationships -- General (Cont'd)

Ericson, Richard F.
Although it is conceded that cybernetic science and computer technology have had adverse effects on human values in organizations, it is suggested that, for the future, organizational cybernetics can enhance "the need-meeting, value-serving response modes typically found in traditionally-controlled organizations."

Etzioni, Amatai, ed.
First published under title, Complex Organizations: A Sociological Reader. New edition includes two new sections--on cross-cultural research of organizations and on the organization of knowledge.
Selected articles: Work satisfaction and industrial trends, by Robert Blauner; Conflict between staff and line managerial officers, by Melville Dalton; Public administration and the public, by Morris Janowitz and others, Managerial succession and organizational effectiveness, by Oscar Grusky.

Evan, William M., ed.

Fiore, Michael V.
The matrix organization, or project team structure, should be evaluated by the same standards as the pyramidal organization and not embraced uncritically. Its effects on motivation, organization loyalty, career development, group behavior, etc., must all be considered. Fiore suggests that some of the effects of "matrixism" may be negative and are worthy of speculation.

French, Wendell L.
"Professor French describes the work of selecting, developing, compensating, and motivating workers as a network of processes or systems, interacting with each other as subsystems of the larger system of management. With this concept the universality of personnel management and its inherent place in the organizational development; administration of human resources--today and tomorrow.
Appendix: A chronological history of personnel management in the United States.
Gellerman, Saul.
"Cost-control" and "value-adding" strategies of controlling human behavior are evaluated with the conclusion that the "cost-control" approach has been advanced about as far as it can be and that "value-adding" approach actually requires management to revolutionize itself. Time, however, is on the side of subordinates, not management, and new approaches are needed "to create conditions in which a behavioral strategy can be deliberately selected and implemented with some hope of success."

Gill, Thomas W.
"It is important that we learn more about our primate ancestry. ... We can better adapt ourselves to accelerating change if we start redesigning our organizations and restructuring our society to bring them into congruity with our biological heritage.... We should create a climate in which employees will find motivation and satisfaction in individual work and in group effort and yet attain the goals of the organization."

Gilmer, Beverly V. H.
Sections deal with psychology in organizations; organizational structures and management; motivation and human needs; psychology in selection, training, supervision and labor-management relations; and human-factors engineering.

Grimes, Andrew J. and Philip K. Berger.
The cosmopolitan-local construct was designed to classify values, attitudes, behaviors and perceptions in order to improve the capacity to predict organizational behavior. Those oriented to the outside world (or the profession) are the cosmopolitans, those to the community (or company) the locals. This article critically examines the construct from a taxonomic perspective.

Grossman, Lee.
How to prevent business rigor mortis. Manage, vol. 23, no. 6, April 1971, pp. 52-58.
Symptoms of business paralysis include acceptance of conditions as they exist, poor employee attitude, and sluggish work pace. Preventive suggestions begin with concerned management, involve creating impatience and sparking innovation, and include using tension and anxiety to stimulate a competitive fighting spirit.

Guterman, Stanley S.
Reports on research which delved into the interplay between personality composition and the sociological variables present in organizations. Subjects were hotel executives and employees of two nationwide chains.
Individual-Organizational Relationships -- General (Cont'd)

Hage, Jerald and Michael Aiken.
Sixteen health and welfare agencies of various sizes provided the data for this investigation of the relationship between the degree of routine-ness of work and the social structure and goals of the organization. Those with more routine were found to be more formalized and centralized and to have staff members with less professional training. They also emphasized such goals as efficiency and numbers of clients serviced rather than creativity or quality of service.

Hage, Jerald and Michael Aiken.
Attempts to answer the question of why some organizations are more successful than others in resolving organizational problems of change. Factors considered are characteristics of organizations which affect the rate of change, characteristics affecting variations in the rate, and the process of adopting change.

Hansell, Norris.
Psychiatrist Hansell suggests that crises situations experienced by both individuals and groups can, with proper management, be turned into opportunities for growth and innovation. Periods of crises, he points out, require managers to reinforce the strengths of the individual or the group and to use the "decay of role performance and distractibility" as assets rather than liabilities.

Hardin, William G., Jr. and Lloyd L. Byars.
Discusses issues related to the question of whether, in a highly advanced state of automation and cybernation, the human relations approach can maintain any practical relev- for the business enterprise.

Harvey, Jerry B. and D. Richard Albertson.
Among symptoms of organization neurosis described in pt. 1 are frustrated, back-biting employees who blame their dilemmas on others and who act contrary to the information they possess. Chief cause seems to be a lack of awareness of such behavior's organizational consequences. In pt. 2, the author turns to a consideration of the remedies for such a neurosis. He favors use of a consultant to help employees collect relevant data, understand the dysfunction, differentiate between reality and fantasy, and develop skills to implement their findings.

Hepner, Harry W. and Frederick B. Pettengill.
This book is aimed primarily at the individual trying to establish a sense of social responsibility in the business world. Sections deal with insights from behavioral studies on basic management functions, supervision, interpersonal relations in typical departments, improving relations with individuals, and individual advancement in business.
Individual-Organizational Relationships--General (Cont'd)


The increased number of better-educated, more-mature workers necessitates a move toward loose-control and flexibility within the organization, though disadvantaged workers frequently need a narrow span of control. Organizations must be aware of cultural and educational differences to achieve full potential of all their employees.


Analyzes economic response to deteriorating conditions in terms of exit (leaving the organization) or voice (expression of dissatisfaction from within). Together with interplay of loyalty, uses these responses to illustrate a wide range of social, political, and moral phenomena.


There are three basic views of an employee's role in an organization: his self-perception, his formal role as defined by organizational policies, and his informal role as determined by his co-workers. When these roles conflict there is likely to be tension and frustration, and supervisors are cautioned to watch for such problems.

Based on material from the authors' book listed below.


Emphasizes factors of environment, philosophy, time, organization, and authority which influence managerial decision-making, and attempts to provide the orientation for more effective problem solving. The authors state "on the one hand, this book is a blend of ideas from several schools of thought; on the other hand, it contains what we believe to be a new, more comprehensive approach to the study of management." Includes sections on the organization's environments; philosophy design considerations (mission, motivation, role behavior, leadership); philosophy implementation considerations (including resistance to change, organization change, etc.).


"... Studies cited indicate that violations of the principles of chain of command and unity of command frequently result in role conflict, which may have undesirable consequences. However, they also show that in some circumstances conflict may be the lesser evil."

House proposes ways managers can deal with role conflict since studies suggest that it "is so prevalent in larger, complex organizations that it is virtually impossible to design all jobs so that it is eliminated entirely."
Individual-Organizational Relationships—General (Cont'd)

Howell.,
Reviews knowledge of people's individual and group needs and their motivations to work. Implications for supervisory action are considered, and a detailed analysis of the essentials of supervisory skill is offered.

Hughes, E. W.
Based on 20 years of teaching industrial and educational psychology in Canada, the author analyzes actual experiences in relation to working laws about people for use in predicting behavior in work situations. Discussed are factors affecting productivity, motivation, attitudes, and morale. Techniques for modifying employee behavior are explored.

Ingham, Geoffrey K.
Research to test the hypothesis that as the size of an organization increases, member commitment or attachment decreases. Such factors as strikes, absenteeism, accidents, labor turnover and job satisfaction were used as measures of attachment. A number of elements of the hypothesis were not substantiated. Shortened and revised version of a doctoral dissertation.

Jaques, Elliott.
"How people are treated at work has a profound influence upon their attitude towards their society, and upon society itself. Criteria such as the productivity or the efficiency of the individual enterprise cannot be allowed to be of primary concern when the shape of society itself is at issue." This premise is the basis of the article's discussion of human psychological needs and the ways in which they must be considered by the organization. Deals especially with the "superior-subordinate" relationship.

Johnson, LeRoy.
The large number of theories on human management are enough to confuse any line manager. The personnel specialist should be able to pull the information together and put it into perspective for management. Johnson presents an overview of theories concerned with the individual's relation to the job, the boss, the group, and organization. He comments on individual differences.

Karsh, Bernard.
Human relations versus management. Urbana, University of Illinois, Institute of Labor and Industrial Relations, 1969. (Reprint series no. 201) 14 pp.
The author believes the old theories of scientific management are regaining acceptance as a method of managing blue collar workers, while the human relations approach is applied to staff and middle management levels. Both practices are being overshadowed by the new "information technology" developments. Considers what these trends mean for future management practices. Reprinted from: Institutions and the Person, ed. by Howard S. Becker and others, Chicago, Aldine Pub. Co., 1968, pp. 35-48.
Kaufmann, Carl B.
A commentary on man and work, tracing developments from early civilizations to the factors that characterize today's working world -- the profit oriented corporations, the way they affect the individuals who work in them and society as a whole. "It is concerned with the relationship between the individual and the organization, and with the preservation of man's sense of identity in a society that is increasingly institutionalized."

Kelly, Joe.
Maintains that the old human relations view of conflict sees it as something to be avoided and not as a creative force. Kelly looks at theories of conflict and presents guidelines for the executive so that he can make conflict work for him and contribute to organizational effectiveness.

Kelly, Joe.
"This book represents an attempt to write a comprehensive and coherent introduction to organizational psychology." Considers human relations and group dynamics in the organization, leadership, and executive behavior. Applications to executive recruitment and selection, to sensitivity training, and to problems of communications and conflicts are made.

Labovitz, George H.
Examines the conflict between the individual and the organization. Asserts that management should seek to minimize rather than eliminate it, keeping it below disruptive levels while allowing it to contribute to dynamic organizational operation.

Levitan, Uri M.
"The theoretical model proposed in this paper states that there is a causal relationship between the esteem accorded to individuals on the basis of their status-relevant roles within an organization, and their mental-health indices and performance vis-a-vis the organization goals." Israeli Kibbutz members who work in industrial plants and in agriculture branches, comprised the sample; the theoretical model was supported.

Levy, Ronald B.
Materials, including case studies, for use in group relations training programs. Covers the nature, socio-concepts and development of groups, health and sickness of groups, sociometry, and the application of role-playing as a training technique.
Individual-Organizational Relationships -- General (Cont'd)

Lichtman, Cary M.
Research conducted with Buffalo District IRS employees "to determine their relative degrees of emotional adjustment to the organization and their knowledge of organizational operations." Hypothesis was confirmed "that managers yield more favorable emotional reactions to their job situations than do supervisors and workers ... and that amount of organizational knowledge increases with employee rank."

Lippitt, Gordon L.
Team building for matrix organizations. Washington, Society for Personnel Administration, 1969. 16 pp. (Society for Personnel Administration, Booklet no. 6)
Since the trend of organizational structure is away from rigid personnel systems in favor of flexible use of task forces, project teams, etc., their personnel will need to be good teamworkers. Examines characteristics of teamwork and methods to achieve it.

Luthans, Fred and Donald D. White, Jr.
Clarifies key elements of behavior modification and discusses its application to manpower management in areas such as training, retraining, compensation, absenteeism, tardiness, and motivation. "On a more grandiose scale, behavior modification may provide the missing link to the fusion of individual and organizational goals."

McEnroe, Edward J.
"The purpose of this study was to develop a model of the administrative system's characteristics which could be used to identify and quantify the system's characteristics which may induce stress and inhibit the achievement of the organization's goals."

Margulies, Newton.
"The study reported here explores the degree in which 'sociotechnical systems architecture' influences individual psychological growth. Its major hypothesis is that a specific organizational culture, defined in terms of a specific set of values, attitudes, and behavioral norms, can contribute to the degree in which persons can actualize themselves."
Individual-Organizational Relationships--General (Cont'd)

Mayer, Arthur.
A view of human society and the way it has changed in recent years, with comments on the resulting changes in administration and organization and the outlook for the future. Author's vision is of organizations which would be "administered according to the concept of new human and social motivations ..." i.e. one that would be structurally human and personally fulfilling. The personnel man should take the lead in making use of this new individualism in employees.

Megley, John E., III.
Examines Theory X and Y and suggests a synthesis of the two, Theory Z, which will both maintain individualism and promote the social solidarity of our industrial climate. Its goal "is to provide visible means on a continuing basis, for employees to improve . status through their own efforts."

Meissner, Martin.
Investigates the effects of work conditions (on-the-job technical constraints and social interactions) on the leisure activities of 206 industrial workers on Vancouver Island. Finds that when work is socially isolating, workers spend less leisure time in organized, purpose-directed activities and that lack of opportunity to talk on the job is associated with dramatically reduced rates of participation in associations. Detailed tables of measures are given.

"The report describes in theoretical terms the relevance of management systems theory to the problem of conflict management. Possibilities for resolving conflict constructively are seen as residing in the use of an interaction influence system characterized by a participative-group structure."

"Three mechanisms by which objectives of organizations and personal goals of their members are integrated are conceptualized and operationalized. A number of propositions concerning the comparative impacts of the mechanisms are tested using data from a large oil refinery."

Miller, Thomas E.
Scrutinizes the images behind thoughts of teamwork in organizational effectiveness. Considers the task image and the natural-system image. Finds the latter to be the more realistic and discusses putting it into practice through use of both diagnostic and communication skills.
Nadler, Leonard.  

Five accounts of policy confrontation in organizations observed by the author provide the foundation for this article on organizational health. From these and other case studies, he concludes that a look at a company's training, its in-house resources and its out-of-house resources can provide possibilities for corrective action.

Nadler, Leonard.  

"This article has endeavored to look at the influence of micro-cultural behavior on organizations and individuals. Only four of the many dimensions were identified, namely: time, space, language, and sex." An understanding of this influence can be useful to the training director in improving communications between the organization and the trainee.

National Industrial Conference Board, Inc.  

Behavioral science concepts are examined, as theory and as they apply in managing human relations on-the-job. A survey of 302 firms shows the extent of their applications of these theories and methods in dealing with their organization's problems. The contributions of Douglas, McGregor, Abraham Maslow, Frederick Herzberg, Chris Argyris, Rensis Likert and Robert Blake are described. Includes detailed case studies of ten companies and a selected bibliography.

Neff, Walter S.  

This attempt to point up some of the relationships between work environments and work personalities commences with an exploration of the changing conceptions of work. This is followed by a theory of work behavior, an examination of the demand characteristics of work and of the work personality and some perspectives. Neff contends that a person becomes a participating member of a work subculture through a process of enculturation which may be a difficult one.

Oakley, Donald C.  

Research considered the thesis that to improve efficiency in the U.S. Navy the interpersonal climates must change to promote the growth of fully functioning individuals. A tentative model for the change was constructed and problems of change in a bureaucratic organization considered.


Owens, Robert G. and Carl R. Steinhoff.  
A study of relationships between the organizational climate index and the organizational climate description questionnaire. Bethesda, Md., Educational Resources Information Center, 1970. 6 pp. (ED-036-B88)

Research findings confirmed a significant relationship between the descriptions of organizational phenomena resulting from use of the Halpin-Croft Organizational Climate Description Questionnaire and the Stein-Steinhoff Organizational Climate Index.
Patton, Robert T.
Interrelationship of organization leadership style, type of work accomplished, and organizational climate with extrinsic and intrinsic motivation developed within the organization. Ann Arbor, Mich., University Microfilms, 1969. 187 pp.
Research examined "interrelationships between a multiplicity of organizational variables within the framework of a specially designed conceptual model." One thousand thirty two employees of the Boeing Company's Aerospace Group participated in the study which "revealed positive and significant correlations between developmental leadership styles and participative organizational climates; participative organizational climate and high levels of intrinsic motivation; and developmental leadership styles and high levels of intrinsic motivation.

Payne, R. L. and D. C. Pheysey.
"This paper describes how the items in G. G. Stern's Organizational Climate Index were reconceptualized according to the concepts appropriate to the business organization--the instrument has been called the Business Organization Climate Index, or BOCI.... The construct validity of BOCI is tested by comparing the 'Climate' in three organizations contrasted in terms of their organization structure. The conclusion presents 12 possible types of data that can be collected about persons and their environments and indicates how the BOCI and Stern's measures fit into such a scheme."

Phillips, Victor R., Jr.
Some interpersonal aspects of negotiations. Air University review, vol. 21, no. 4, May-June 1970, pp. 51-59
Negotiations, whether formal or informal, are, according to the author, exchanges aimed at resolving potential or actual conduct. With this in mind he offers some observations on interpersonal behavior and communication.

Prien, Erich P. and William W. Ronan.
Based on data obtained from 107 small metal working firms, quantifies and interrelates empirical descriptions of organizations in terms of relationships between psychological-social and economic variables. Data obtained should be useful in studies of human performance to determine the effects of variation of organization characteristics on individual behavior and performance, on group performance, and to assess management performance and decisions.

Pugh, D. S.
Seeks to define organizational behavior as a field of study emerging from a combination of other disciplines and to distinguish it from traditional industrial psychology. Reviewing the work of major writers in the contributing areas, the author concludes that the major conceptual task of the field, "is the attempt to interrelate data at different levels of analysis--individual, group, organization, environment."
Individual-Organizational Relationships -- General (Cont’d)

Reeves, Elton T.
The dynamics of group behavior. New York, American Management As-
Covers motivation, leadership, followership, role conflict, the
deviant, the isolate, and aspects of group relations such as kinds
of groups, their properties, their effects on the individual and the
effects of the individual on the group.

Rhenman, Eric, L. Stromberg and G. Westerlund.
Conflict and co-operation in business organizations. New York, Wiley-Interscience,
Study limited to the problems related to line-staff organizations, which the authors
regard essentially as a problem of conflict. Begins with historical background, in-
cluding empirical studies of line-staff organizations; provides a model for the analysis
of conflicts within organizations, with applications to line-staff situations; concludes
with a revised frame of reference and attempts a more successful approach in order to fore-
see or manage conflict better.

Rizzo, John R., Robert J. House and Sidney I. Lirtzman.
Role conflict and ambiguity in complex organizations. Administrative
"The literature indicates that dysfunctional individual and organi-
zational consequences result from the existence of role conflict and
role ambiguity in complex organizations... This study describes the
development and testing of questionnaire measures of role conflict and
ambiguity. Analyses of responses of managers show these two con-
structs to be factorially identifiable and independent. Derived measures of
role conflict and ambiguity tend to correlate in two samples in ex-
pected directions with measures of organizational and managerial prac-
tices and leader behavior, and with member satisfaction, anxiety, and
propensity to leave the organization."

Roberts, Karlene H.
On looking at an elephant: an evaluation of cross-cultural research
related to organizations. Psychological bulletin, vol. 74, no. 5,
"Research and discussion related to cross-cultural studies of or-
ganizational behavior are reviewed. Of the 526 publications originally
uncovered, selected articles are assessed. ... Findings concerned
with the characteristics of individuals in organizations, organiza-
tional subunits, organizational totalities, and organizational inter-
actions are considered."

Schneider, Benjamin and C.J. Bartlett.
Individual differences and organizational climate: 1. The research plan and
questionnaire development; 2. Measurement of organizational climate by the
multi-trait, multi-rater matrix. Personnel psychology, vol. 21, no. 3, Autumn
Reports on the development of an Agency Climate Questionnaire using the
population of a group of life insurance agencies. Presents results of a long-
term longitudinal study designed to measure and assess the impact of different
organizational climates on managerial personnel and agents in life insurance
agencies. They indicate great caution should be used in the adoption of a "single"
measure of perceived environment.

Schroeter, Louis C.
Four essays on the component parts of organizational elan, which are described as
entente, leadership, adaptation and nexus. The essence of elan, it is suggested, is
the "determination to achieve."
Seese, Dorothy A.

The work group concept as a replacement for the classic organization chart is discussed. Under the work group concept a company is organized around a function and its objectives, not a personality. The theory behind the work group concept is that wants stem from needs and needs can be translated into objectives and executed. A cyclic procedure would be created (objectives → functions → assignments → measurements → controls). The author describes this concept as a tool for company and human organization.

Shepard, Jon M.

"This paper attempts to provide perspective for Alex Carey's self-admitted 'radical' criticism of the Hawthorne Studies. Contrary to Carey, it is contended that the Hawthorne researchers did not minimize the influence of monetary incentives to satisfy their predilection for a particular style of supervision. It is concluded that part of the enduring significance of this body of research resides in its placement of financial incentives into a social context."

Smith, Peter B. and others.

"The problem considered is whether good relations with one's superior tend to enhance one's relations with others. It is hypothesized that under conditions of slow change, the enhancement model is upheld, but that where more rapid changes occur, relationships are polarized, i.e., good relations with one's superior are associated with poor relations with others. Data are presented based on interviews with 90 British managers."

Stark, Bobby J.

"As shown in the model, there are both marginal and non-marginal individuals in organizations and their behavior can be functional or dysfunctional for the organization depending on the attitude and action of management."


Starr, Martin K.

Chapters 14 and 15 deal with the individual and the group within the organization.

Steinmetz, Cloyd.

"Hear him out, understand his feelings, motivate desires. The author spells out "Human Touch," making each letter stand for a basic principle in the art of human relations for supervisors."
Stern, Richard.
Better human relationships through better communication. Supervisory management, vol. 16, no. 6, June 1971, pp. 4-7.

The underlying thought is that the foundation of effective communication is a thorough knowledge of human relations. Points out that two kinds of messages are transmitted in a communication situation - factual and emotional. Also conveys the idea that human relations are in a constant state of flux since both of the communicators are involved in a process of change. Advises the supervisor to be perceptive as to the effect of his own communication on others and on how those of his subordinates affect each other.

Tausky, Curt.

"In this book are presented key theories of organization (classical theory, human relations, and structuralism), basic processes in organization (strains in the link between individual and organizational goals, hierarchical control, mobility, and productivity), and a concluding chapter dealing with the consequences for control relationships which follow from the contrasting assumptions about the nature of man in human relations and 'conventional' theory."

Terry, Carlos J. M.

"An organization to be efficient, must fit people with roles, roles among themselves, and viewing the organization as a network of roles, establish a structure of roles or behavior that fits the external environment." Cautions that in introducing change into the organization, the job occupant's flexibility should be determined before change is instigated.

Tosi, Henry.

Reports on data obtained from 488 branch managers of consumer loan offices of a large finance organization to determine the relationship of perceived role discrepancies and role responses of individuals. Role conflict was found to be related to job satisfaction and job threat and anxiety. Influence and effectiveness were related in low stress situations but not in high stress situations.


William J. Crockett briefly describes eight factors (fear, bureaucracy, lethargy, conformity, hypocrisy, and pollution) which result from an authoritarian management style in his article, "End corporate tyranny."

Anthony C. Clarkson ("Employees must learn to join the team") covers need for management to use training and employee communications programs and to discuss with employees the question, "Why are we here." He feels this is necessary to counter deteriorating services caused by employees who lack a "prideful pleasure of work well done."

Wall, H. Richard.

If the goals of the individual and the organization are to be reconciled, three areas which must be dealt with are increased motivation and responsibility, better communication, and psychological closeness. The supervisor must know what his subordinates are doing, what they would like to do and what steps will be satisfactory to them and to the company.
Walton, Richard E.
Interpersonal peacemaking; confrontation and third-party consultation.
Research supported by the Advanced Research Projects Agency of the
Department of Defense and monitored by the Air Force Office of Scientific
Research.
Based on case studies; develops a model for third parties who would
diagnose recurrent conflicts between individuals in organizations.

Weinberg, Robert E. C. and Leonard Sayles.
Cases in organizational and administrative behavior. Englewood Cliffs, N.J.,
These cases were organized to be used with standard textbooks in the field and should
be helpful "in courses such as organizational behavior, human relations, individual and
group behavior, supervision ... and the sociology of organizations." They are designed
as "vicarious participations in a wide variety of management decisions involving human
beings under stress."

Whyte, William F.
Organizational behavior; theory and application. Homewood, Ill., R.D.
Even though based on author's previous book, Men at Work, this valuable
text contains numerous changes and additions including nineteen completely
new chapters. It is an attempt to present a "coherent theoretical frame-
work" of the history, research methodology and applications of the study
of human behavior in organizational settings. Case studies are given and
discussion questions are included at the end of each chapter.
Partial contents: Groups and intergroup relations; Union-management rela-
tions; Introducing change.

Williams, Fredrik P. and Raymond L. Read.
Contemporary approaches to the control of organizational conflict. Business studi s
(North Texas State University), vol. 8, no. 2, Fall 1969, pp. 78-84.
This article is concerned with the conflict between the individual and the organiza-
tion and the conflict which arises among groups within the organization. Remedies sug-
gested include organizational change, strengthening interpersonal relationships and better
communication.

Williams, David R.
224 pp.
Presents findings and applications of behavioral science research to
aid managers in understanding their most valuable resource and in
developing appropriate policies and procedures in all areas of manage-
ment. Chapters on leadership, frustration, the need conflict, fear
motivation, etc.
Winthrop, Henry.
The manager's guide to good human relations. Stamford, Conn., Motiva-
Outlines thirty ways--some positive, some negative--of improving the
human relations aspect of management.

Zaleznik, Abraham.
Power and politics in organizational life. Harvard business review, vol. 48,
Discusses how cognitive and emotional limitations of executives influence
decision making. "Frank recognition of the importance of personality factors
and a sensitive use of the strengths and limitations of people in decisions on
power distributions can improve the quality of organizational life."

Zerfoss, L. F.
Does your management climate encourage initiative and creativity?
Technical, scientific and other professional employees are an often
neglected resource in business, industry and government. Ways of pro-
viding a creative and challenging climate for them and, at the same
time, of recharging the organization, are noted. Includes chart
entitled, "Behavioral characteristics of the mature manager." Article
taken from portions of author's book, Developing Professional Personnel
in Business, Industry and Government.
ORGANIZATIONAL CHANGE AND DEVELOPMENT

Albanese, Robert.
"This article explores some reasons for the present emphasis on change, argues for a need for more intelligent resistance, and suggests some ways to balance the needs for change, stability, and continuity."

American Foundation for Management Research, Inc.
The anatomy of organization development; an exploratory study of a planned change in organizational climate within a large company (Ralston Purina Company) by Treadway C. Parker. New York, 1968. 163 pp.

Argyris, Chris.
"At the heart of organizational development is the concern for the vitalizing, energizing, actualizing, activating, and renewing of organizations through technical and human resources." In this book, Argyris, using McGregor's Theory X and Y and his own Patterns A and B, examines three organizations experimenting with moving their management approaches from XA to YB in the hope of raising the quality of life within their organizations. Addressing himself to the line executive and the professional consultant, Argyris cautions that the task is a difficult and frustrating one, though exciting and essential.

Reports on the organization development efforts of an outside consulting firm at First National Stores. Program objectives, predominant issues and areas of resistance are among the topics considered.

Baird, Richard S.
Describes NFC's implementation of a total organizational development program involving job development, development of flexibilities between and within occupations, career counseling, after-hours and on-the-job training, and supervisory and executive training opportunities. "The Navy Finance Center has found the Upward Mobility Program to be inextricably involved in the total organizational development program—with climate, structure, communication, management development, EEO, and human relations." The removal of personnel ceilings to provide management flexibility is also reported.

Beckhard, Richard.
Systematically describes tactics and activities used by persons engaged in a variety of efforts directed towards organizational change, providing illustrative case studies. Considers also a number of strategies for those engaged in the management of organizational change.
Organizational Change and Development (Cont'd)

Bennis, Warren G.
Surveys the history and the present practice of formalized organization change efforts, considering what they are and what conditions create the need for such an effort. Includes a discussion of sensitivity training as a strategy in organizational change.

Bennis, Warren G., Kenneth D. Benne and Robert Chin, eds.
About nine-tenths of the readings in this shorter second edition are new, and the boundaries of the subject matter are more clearly defined. Readings cover the evolution, elements, and dynamics of planned change, value dilemmas and goals.
Selected titles: Principles and strategies in the use of laboratory training for improving social systems, by Warren G. Bennis and Edgar H. Schein; Authentic interaction and personal growth in sensitivity training groups, by James V. Clark.

Bentley, Helen D.
Urging that each individual become fully productive, the Chairman of the U. S. Federal Maritime Commission considers for areas in which change could expedite this. The changes involve employees of organizations and their personnel field. Chairman Bentley also cites the proposed Federal Executive Service as a system which would help bring out the best in executives and one which deserves the support of the personnel profession.
Articles based on address at the Annual Conference of the Society for Personnel Administration, Washington, D.C., May 27, 1971.

Berkley, George E.
Assesses the impact of current change upon organizations and people in the public and private sectors. Notes the appearance of organizations more open and integrated with society's goals, the crumbling of hierarchies and the convergence of labor and management interests.

Biller, Robert P.
"... The study suggests that developing organizational change capacity is now a more critical problem than accomplishing particular organizational changes. Current change technologies (such as managerial directives, training programs, and consultant recommendations) seldom recognize this and frequently work in an exactly inverse direction—decreasing change capacity by the procedures used to accomplish particular changes. Environmental turbulence, goal uncertainty, and work ambiguity are suggested as criteria by which alternative change technologies and alternative organizational forms may be chosen."
Blain, Isabel and Jennifer Keohane.
One company's management structure before and after a change. Occupational psychology (Gt. Brit.), vol. 43, no. 1, January 1969, pp. 23-38.

"This report describes the management structure of a large manufacturing unit as it existed at two different dates and shows that changes in structure were associated with changes in the proportion of managers who gave approving evaluations of the circumstances in which they worked."

Blake, Robert R. and Jane S. Mouton.

Describes the Grid Organization Development method for planned change within the organization. Presents techniques and steps essential for inducing change to achieve desired results.

Blake, Robert R. and Jane S. Mouton.

The authors distinguish systematic development from planning or management by objectives, pointing out that systematic development is based on an intellectual model of what "should be." They give specifications for an approach to organizational change which is based on systematic development.

Blake, Robert R. and Jane S. Mouton.

Elements of the OD (organizational development) concept are examined through eight sets of assumptions drawn from observations and field experiments. Defined simply as a systematic way of inducing change, OD is seen as fundamental, applicable in any organization.

Blumberg, Arthur and William Wiener.

"This paper focuses on the problems which develop when two organizations are joined to create one functioning unit." Using a case study involving two national voluntary community organizations, the authors demonstrate how, as consultants, using diagnostic and training intervention techniques, they brought about a successful merger by reorganization.


Bourn, C. J.

Provides a "diagnostic checklist on resistance to change" based on the thesis that resistance factors are related to how an individual feels proposed change will affect his role within the organization's network of social system. By helping re-create the outlook of the manager or worker, the checklist is designed to test possible staff reactions to political, economic or status implications of proposed change.
Braunstein, Daniel N.
"The following investigation was designed as an attempt to assess organization members' perceptions of some dimensions of a changing organization by using an objectively scored instrument, and to explore the methodological problems involved. The investigation was conceived as a field rather than laboratory study..." It was based on the reorganization of the professional staff in a large Veterans Administration hospital in the Midwest and was designed to test the hypothesis that "reactions differed between job levels, similar organizational units, and times of measurement."

Examines the concept and scope of organization development by comparing it--through text and charts--with the following dimensions of management development: goals, reasons for initiation, difficulties involved, strategies for producing change, time frame, staff requirements, and problems and criticisms.

Contents: Varieties of organizational conflict, by Louis R. Pondy; Patterns of organizational conflict, by Ronald G. Corwin; "organizational context and interdepartmental conflict, by Richard E. Walton, John M. Burton, and Thomas P. Cofferty; Effects of power bases and peer groups on conformity in formal organizations, by Donald I. Warren; Strikes and mutinies: A comparative study of organizational conflicts between rulers and ruled, by Cornelis J. Lammers; Constructive role of interorganizational conflict, by Henry Assael; Belief in government control and the displaced worker, by J. John Palen; Role occupancy and attitudes toward labor relations in government, by H. George Frederickson.

Crockett, William J.
A description of an effort in the Department of State to improve management and communications through team building. Eleven senior employees (a boss and his ten subordinates) met with two behavioral scientists for two days, confronting their personal strengths and weaknesses as well as their working relationships. They found participative management not easy but rewarding.

Culbert, Samuel A. and Jerome Reisel.
"Organization Development (OD) is an application of behavioral science knowledge that provides managers a technology for managing change in their organization. This paper describes the identifying characteristics of OD and relates these characteristics to managerial problems." It also demonstrates how OD works in practice.
Organizational Change and Development (Cont'd)

Dalton, Gene W. and Paul R. Lawrence, eds. Organizational change and development. Homewood, Ill., R.D. Irwin, 1970. 393 pp. "This book of cases and readings focuses on large-scale organization change, not on individual or small group change." Readings include: How to deal with resistance to change, by Paul R. Lawrence; A psychologist looks at executive development, by Harry Levinson; Breakthrough in organization development, by Robert R. Blake and Jane S. Mouton; Louis B. Barnes and Larry E. Greiner; T Groups for organizational effectiveness, by Chris Argyris; Laboratory education: impact on people and organizations, by Marvin D. Dunnette and John P. Campbell; Motivation and behavior, by George H. Litwin and Robert A. Stringer, Jr.


Daumer, Karl H.J. Planned organizational development and change: a clinical study. Ann Arbor, Mich., University Microfilms, 1969. 201 pp. Reports research "to document the assumptions, strategies and processes of a planned organizational change in ... an organizational development project conducted at a large midwestern corporation."


Dicle, Ilhan A. Systems theory and organizational change. Ann Arbor, Mich., University Microfilms, 1969. 395 pp. "This study is an attempt to survey the literature on the subject and construct a model of organizational change so as to understand, explain, and predict how it may be attained and organizational needs be better served.


Dicle, Utku Action research and administrative leadership. Ann Arbor, Mich., University Microfilms, 1969. 339 pp. "The overall objectives of the study was to indicate the role of the administrative leadership in the process of planned organizational change." "Based on the findings of the empirical study, a leadership development program, ... was proposed to the organization."

Organizational Change and Development (Cont'd)


This issue is devoted to selected papers from the annual International Management Conference of the Society for Advancement of Management held at Cincinnati, Ohio, May 17-19, 1971. Virginia R. Allan, head of the President's Task Force on Women's Rights and Responsibilities, summarizes in "A matter of simple justice" (pp. 49-52), the Task Force's legislative and administrative recommendations to eliminate sexual discrimination.

Other papers: Do fundamentals of management really change? by Stanley D. Breitweiser; The effect of change on an organization, by James M. Ewell (which includes description of Proctor and Gamble's system for career advancement); The challenge of human management, by A. Reuben Gornitzka; Management of human productivity, by Joseph H. Quick; Authority, by William Blackie; The basic dilemma, by Carl W. Golgart (which discusses employee motivation in changing times); and Communications in changing times, by Owen A. Paul.


Student reports based on field research in organizations undergoing change or which already had experienced a major change. Each case study describes period prior to change, the change process, and entity after change.

Eddy, William B.


Organizational development (OD) involves the more effective utilization of human resources in the organization. Its evolution and goals are discussed in some detail, with particular reference to public administration.

Eddy, William B.


Reviews characteristics of organization development programs. Presents an exhibit which compares traditional training and the organization change process. Examines various thrusts toward the new approach and scans issues programs are posing for personnel and training administrators.


Partial contents: Organization development: approaches and overview; A task-process approach to organization development; Grid applications in a multi-division company; A survey-feedback approach to organization development; Building internal resources for organizational development;

Fink, Stephen L., Joel Beak and Kenneth Taddeo.


S.L. Fink's four-stage model (shock, defensive retreat, acknowledgment, and adaptation and change), developed in 1967 for conceptualizing individuals in crisis, was extended to study the behavior of organizations in crisis. This framework was related to such concepts as processes of change, interpersonal and intergroup relations, communication, leadership and decision making, planning and goal setting, and the role of consultants during stress.

Organizational Change and Development (Cont'd)

Fordyce, Jack K. and Raymond Weil.
Handbook concentrates on the joint qualities of management of change. Covers the functions, qualifications and selection of third party consultants and presents methods for bringing about organizational change.

Foss, Laurence.
Suggests that such theories as those of Herzberg, Argyris, Maslow and Blake-Mouton may apply only marginally to many younger company employees and prospective employess. Proposes that the new global mentality calls for enlargement of the classical organizational development concept. Looks at the rationale underlying the shift toward this concept and suggests a new model of corporate activity. Recommends certain non-task oriented sensitivity techniques as preparation for it.

Fox, Elliot M.
Discusses the ideas of Mary Parker Follett who "believed that the same social and psychological processes that cause change also provide the means for solving the problems that it creates." The leader's function is to encourage this process.

French, Wendell L.
Informative and interesting approach to a program of organization development, of planned change, with the objective of improving organizational relationships and of making work more rewarding as well as more economically productive. Includes an action research model for organization development, and detailed listing of conditions and techniques essential to success. Also comments on the role of sensitivity training in such a program. Extensive references.

French, Wendell L.
"This article defines OD, outlines a typical OD situation, indicates objectives sought and techniques used, and illustrates some problems alleviated or eliminated through the use of OD workshops." Reprinted from Business Review (Univ. of Wash.), Summer 1970.

Frohman, Mark A. and Marshall Sashkin.
The document is a review and integration of the major empirical literature on organizational development practice. Covered are the managerial grid, survey feedback procedures, sensitivity training, and socio-technical systems approaches.
Organizational Change and Development (Cont'd)

Ganesh, S. R.
"This article deals with the problem of choosing an OD consultant. Considerations will include the relationship of organization development activities to a variety of topics; OD consultants' orientations to these topics; how these orientations related to five questions that are critical to the choice of a consultant; research conducted at the Alfred P. Sloan School of Management, M.I.T.; how the client can use the five questions and the different views to generate a check list of questions; and the implications that are relevant to the executive."

Genfan, Herb.
Suggests ways to overcome resistance to change, giving examples of successful procedures.

Glueck, William F.
A look at the structural and behavioral approaches to organizational change, using case studies from a large corporation and from the Executive Branch of the State of Michigan. Author suggests that change can be most effective when the two approaches are used together.

Glueck, William F.
Report is the result of a study of the organizational planning and development function in a selected group of American companies. A literature search, a research workshop, interviews and a survey questionnaire all contributed to the data. The emergence and purpose of this function, the executives and other personnel involved and the activities reported by the various companies are among the topics considered.

See also the author's article, "Organization planning and development," in Business Perspectives, vol. 6, no. 1, Fall 1969, pp. 10-16.

Golembiewski, Robert T.
Explains two managerial theories with which personnel administration will have to concern itself: the managerial pull-theory and the management push-theory. Describes probable changes in organizational patterns consistent with the pull-theory in terms or four polarities: differentiation/integration, regression/wriggle room (freedom to act), ability/newness, and function/flow of work. Concludes with generalizations concerning challenges facing the staff personnel man and an enumeration of five major theories which will characterize successful approaches by personnel specialists.

Golembiewski, Robert T., and Stokes B. Carrigan.
"Changes in interpersonal and intergroup styles in a small managerial population were observed following exposure to a learning design based on the laboratory approach."

Resulting evidence suggests "that the training design helped induce and sustain major changes in a large number of measures of the interpersonal and intergroup styles of a small organization unit."
Organizational Change and Development (Cont’d)

Golembiewski, Robert T. and Stokes B. Carrigan. Planned change in organization style based on the laboratory approach. Administrative science quarterly, vol. 15, no. 1, March 1970, pp. 79-96. Results of effort to change an organization’s design using the laboratory approach and a one-week learning experience including sensitivity training. Results showed managers as more free to behave in ways they preferred, and their work climate more what they wished it to be.

Harley, Kay. Team development. Personnel journal, vol. 50, no. 6, June 1971, pp. 437-443. Addresses problem of integrating the demands of organizational change and development with the human needs of an organization’s members. Contrasts T-group and team development methods for achieving change and presents models and processes of the team development method.

Harrison, Roger. Choosing the depth of organizational intervention. Journal of applied behavioral science, vol. 6, no. 2, April-May-June 1970, pp. 181-202. "The point of view of this paper is that the depth of individual emotional involvement in the change process can be a central concept for differentiating change strategies. In focusing on this dimension, we are concerned with the extent to which core areas of the personality of self are the focus of the change attempt." Also explores ways in which the autonomy of organization members and their own perceptions of their need for help set limits on the depth of intervention which can produce change in organizational functioning.

Heller, Frank A. Group feed-back analysis as a change agent. Human relations, vol. 23, no. 4, August 1970, pp. 319-333. "The present paper will discuss the evidence that research plus feedback of various kinds is an important ingredient in the process of encouraging organizational change. A method called Group Feed-back Analysis will be described and compared with other methods, particularly T-Groups."

Herman, Stanley M. T-groups and greater productivity. Personnel administrator, vol. 16, no. 3, May-June 1971, pp. 17-20. To succeed in developing organizational change, the management should start with changing the organization culture (i.e., climate), supplemented by sensitivity training. The author bases article on TRW, Inc.’s experience, and also lists obstacles. Organization culture is defined.

Herman, Stanley M. What is this thing called organization development? Personnel journal, vol. 50, no. 8, August 1971, pp. 595-603. Examines the nature of organization development, showing that it involves not only sensitivity training but also a modification in organization culture. Illustrating with an “organization iceberg” model, Herman stresses the importance of recognizing that all parts of the organization (not merely the formal ones) are appropriate subjects for change. He concludes with a summary of required conditions for an effective organization development effort.

Huse, Edgar F. and Michael Beer. Eclectic approach to organizational development. Harvard business review, vol. 49, no. 5, September-October 1971, pp. 103-112. This experiment with organizational development in a manufacturing plant was shown to be a powerful way to increase organizational effectiveness. Among the benefits were improved communication, better leadership and supervision, and increased motivation and personal growth.
Jenks, R. Stephen.

"This paper is concerned with the development, testing, and application of a research instrument designed for use in organizational settings as an integral part of organization change and development efforts."

Describes use of the Q-sort instrument with the personnel planning group in reorganizing the personnel department of a large midwestern manufacturing corporation.

Jones, Garth N.

Research study on how to change organizations constructively, using case studies to provide the raw data for analysis and developing theories and concepts on the dynamics of change, the agents of planned change, and the instrumentalities of change.

Kingdon, Donald R.


Kolb, David A. and Alan L. Frohman.

A model for planned change when the services of a consultant are being used. The authors suggest that this model will "increase the effectiveness of the consultation process" in a business, school, or community organization. They focus on both the relationship between the client and consultant and also on the nature of the work.

Labovitz, George H.

Reviews research of major writers on planned approach to organizational development. Argues for "a responsive, participating people operating a relatively unstructured, fluid environment." The elements constituting strong leadership are discussed.

Lachter, Lewis E.

"Change will be the key word in the Seventies." Executive authoritarianism and rigidity in organizations can be expected to give way to better communications and a sensitivity to use of human resources. Increased demands for knowledgeable business systems analysts, an upsurge in office skills training programs and more in-house development of ADP personnel are predicted.

Lawrence, Paul R. and Jay W. Lorsch.

Explores relationships within organizations on three levels: that of the organization-environment, the group-group, and the individual organization. Equipped with this knowledge, a skilled manager should be able to bring about constructive organizational change and development.
Lella, Joseph W.
Research on foci previously neglected includes "(1) the intensive study of particular types of change stimuli; (2) their total impact upon organizations; and, (3) the conditioning influence of social process emerging from the stimuli, and of the structure of the organization in which change is studied, on the emergence of change precipitated by these stimuli."

Libaw, Frieda B.
And now, the creative corporation. Innovation, no. 19, March 1971, pp. 2-12.
A new kind of corporation which represents an adaptation to changing conditions and whose purpose is social problem solving is described. Discusses the new forms of management and participative decision making which are evolving and the new sets of incentives and demands on its generalist employees.

Lifrieri, Thomas J. and Ernest M. Schuttenberg.
An examination of what needs to be done to fully utilize human resources in the event of a merger. Authors suggest the use of task groups and identify the following stages of procedure: diagnosis, goal setting, planning, communication, implementation and evaluation.

Lippitt, Gordon L. and Leslie This.
Focuses on the rationale in ITORP sessions (implementing the organization renewal process). Authors examine the prime concepts in their model as they apply to ITORP—human resources, interfacing, organizational growth, environmental response—as well as significant areas for implementing the organizational renewal process. Responding appropriately to the situation is taken as the key element in organization renewal.

Lynton, Rolf P.
"In a turbulent environment, institutions must innovate to survive. Some institutions have differentiated subsystems with the primary task of working out innovative responses to the turbulent environment for the whole system. ... Adoption of the innovative products of the subsystem by other subsystems is essential to the effective response of the system to its environment; therefore ... subsystems need to be appropriately linked." This paper examines the linkage mechanism which applies to four distinct assessments of the needs for change.

McFeely, Wilbur M.
The theory expounded is that an organization tends to be multi-institutional in nature. "Thus, an analysis of the problems of organizational change indicates that, within the management group which is most affected by change, there are at least three recognizable internal institutions." McFeely examines the nature of the three internal institutions and their patterns of interaction.
Maier, Norman R.F. and Marshall Sashkin.
The contributions of a union steward vs. a time-study man in introducing change: role and sex effects. Personnel psychology, vol. 24, no. 2, Summer 1971, pp. 221-238.

The value of two kinds of outsiders, one who identifies with management and one who identifies with labor, is tested to see when problem-solving behavior is most likely to be initiated and bargaining terminated. Results show the company man to be more influential in determining outcome than the outsider. Male leaders are more aggressive and variable than females in choosing means of solution.

Margulies, Newton.

"This article describes one such attempt at marshalling internal consulting help to assist a segment of a large organization in their effort to deal with the critical questions surrounding their effectiveness." A case study in the formation and workings of an internal consulting team to effect organization development is presented together with data about the specialized role of an external consultant working with the company team.

Martin, Roderick and R. H. Fryer.

Examines a case of labor force redundancy in a medium sized English town brought on by gradual reduction in the operations of the town's major industry. Shows how the firm's task environment and the dynamics of its management system limited the ability of its managers to act as economic men. Separate case studies are related "by locating the study of redundancy within the sociological framework of organizational theory, by outlining a 'bounded rationality' approach to its study, and by illustrating the approach from existing studies ..." and from this research.

Massey, Robert J.

Presents a concept of organizational change in which aspired standards are achieved by constantly identifying problems and coupling these with solutions. Managers are responsible for applying the R&D approach in identifying barriers to progress, searching solutions, and evaluating results.

Mather, Alan F. and Ernest M. Schuttenberg.

A case history of an organizational development project at American Airlines which deals with the effective management of a large organization, effective use of staff meetings and better upward and downward communication.

Mayer, Richard J.

Attempts to clarify the meaning of organization development, "the engineering side of behavioral science as applied to organizations." Pursues this from the general to the specific, from theory to application. Includes a chart which outlines OD general objectives and some of the behavioral science findings and hypotheses which underlie its theory and method.
Organizational Change and Development (Cont'd)

Mills, D. Quinn.
The author compares the three areas of speciality within industrial interpersonal relations--personnel administration, organization development and industrial relations--and points out the shortcomings of each. He particularly examines the problems of managing change in the presence of unions or other formal organizations.

Nachtmann, Elliot S.
Author asserts "that the failures often attributed to the failure of planning for technological change are ... really due to the failure of overall organizational planning." An organization must reconcile the conflicting interests of technological change, societal requirements and profit generation in its planning.

Nedd, Albert N. B.
"This study attempted to ascertain whether selected personality and situational variables were predictive of the relative rationality of a subject's responses to organizational change. ... The findings indicated that personality factors, specifically the subject's affective and cognitive styles, as indicated by his propensity to take risks rather than his environmental circumstances, determined the relative rationality of his responses to the changes."

Oates, David.
New shapes for the organization. Management review, vol. 60, no. 9, September 1971, pp. 30-32.
Modern oranization structures are being employed to tone down the strict autocratic nature of the traditional pyramidal concept of management. Discusses variations on the pyramid theme such as the beehive, doughnut, ladder, super griddle, stretch, and bottom-up structures.
Condensed from International Management, July 1971.

O'Connell, Jeremiah J.
The example of a management consulting firm assisting a large life insurance company in reorganization and redesign is used to show the role of the management consultant in change and the difference between his approach and that of the social scientist.

Organizational change has to come through individual change. Innovation, no. 23, August 1971, pp. 36-43.
An interview with Robert Tannenbaum, of the Graduate School of Management, UCLA, by Nilo Lindgren. In response to questions, Tannenbaum describes in some detail his approach to working with the individual within the social organization. The focus is on individual growth rather than group or team development.
Organizational Change and Development (Cont'd)

Rehfuss, John A.
"The thesis of this paper is ... that the type of training employed should relate to some evaluation of the likely shape future organization changes will take." Two "ideal types" of training, individual and organizational development, are reviewed here against two "ideal types" of organizations. Emphasis is on Federal agency characteristics.

Rosen, Ned A.
Reports on an experiment which tested effects of leadership change within a manufacturing production operation. Designed to test aspects of open systems theory, results indicated that after temporary disruption, relationships tended to restabilize in a form closely resembling that of the original state.

Richard, James E.
Author describes ways the Polaroid Company encourages each employee toward his maximum career potential and handles problems associated with rapid organizational expansion. Employees are encouraged through the "Pathfinder Project," a job posting system, career counseling, job exposure, education and training programs.

Schein, Edgar H.
Highlights day-to-day activities of the consultant, describing a system of "process consultation" in which the consultant seeks to give the client insight into the group relationships going on around him. Discusses these group relationships: the communication process, functional roles of group members, leadership, problem-solving and decision-making.

Schmidt, Warren H.
In a speech before the West Coast Civilian Personnel Officers Conference, Dr. Schmidt is concerned with ways to build a healthier organizational system and a healthier society, and the responsibilities of personnel people in these areas. Suggests ways in which employees and organizations are changing and what these changes mean in terms of leadership and human relations.

Schwartz, Alfred C.
Examines four methods used to increase the planning strength of the manager: leaning on lower levels, relying on computer systems analysts, management by committee, the corporate office. Finds the last mentioned to be the most effective and suggests extending the concept to lower levels when beneficial to do so.
Seashore, Stanley E. and David G. Bowers.
"The question asked is whether changes that have been planned, successfully introduced, and confirmed by measurements, over but a relatively short span of time, can survive as permanent features of the organization. The example given is of a manufacturing company purchased by its major competitor. Results showed that the organization did not revert to its previous operating conditions but made additional progress toward new goals."

Senensieb, N. Louis.
Understanding the psychology of resistance to change and human factors at various management levels will help the systems analyst to implement change. Lists major do's and don'ts, from the beginning phase through installation and feedback.

Sherwood, Frank P.
The Director of the Federal Executive Institute presents five propositions related to organizations having significance for personnel management "which has too often been trapped in the service of the bureaucratic system and has not been free enough to exploit the really creative possibilities that are latent in every human system."

Sivasubramanian, Sridaran.
"This study attempts to provide structure for examining the change process in formal organizations by developing a framework and identifying some strategic factors in the management of planned change."
It also points out the necessity for quantitative studies, measurement tools and cross-cultural comparisons in assessing change programs.

Smith, Brian P.
Among the new devices being tried in the quest for more organizational flexibility and responsiveness is the appointment of an organizational development executive who is expected to be concerned with lines of communication, spheres of responsibility and authority, the impact of jobs, etc. Sample duties and company experiences are described.
Soltis, Ronald J.


Westinghouse developed the Managed Change Technique to achieve a high level of personnel involvement and managerial effectiveness for instituting change. Discusses applications, results, and benefits of this system which involves use of an outside consultant who works with a task force within the organization.

Spector, Malcolm B.


Based on a study of attorneys working in a branch office of a large Federal regulatory agency, the thesis examines individual career plan change and development and how the organization changes "with respect to the general flow of people through its system of promotions and allocation of work."


Tannehill, Robert E.


To clarify meaning of "organization development," presents case study of a planned change designed to alleviate a serious managerial communications problem then hindering the organization's effectiveness. Among results from the establishment of a "Management Center" where executives and managers from all levels met informally were fewer memos, fewer formal and fruitless meetings, appreciation among top executives of the effects on operations of long delays.

Taylor, James C.

Some effects of technology in organizational change. Human relations (Gt. Brit.), vol. 24, no. 2, April 1971, pp. 105-123.

This paper is based on the author's dissertation (Ph.D., University of Michigan). It measures the effects of automation on employee behavior as a group and on a "planned social changes program" (i.e., changes in organizational values per Likert's System IV, 1967). Also considers the role of the consultant and the supervisor in installing such technological change.

This, Leslie E.


(Society for Personnel Administration, Booklet no. 7)

"... This article has sketched the various ways in which organization development is defined and treated by researchers, teachers, and organizational practitioners. Suggests that phrase "organization renewal" may come to describe both human and non-human factors while "organization development" may describe a focus on the "human" side only.
Organizational Change and Development (Cont'd)

Toffler, Alvin.
Book deals with the impact of change in all phases of man’s life, offering a new theory of adaptation. Chapter 7, "Organizations: the coming of Ad-hocracy" foresees the arrival of a new organizational system that will challenge bureaucracy. The Ad-hocracy will be characterized by "high mobility between organizations, never-ending reorganizations within them and a constant generation... of temporary work groups."

Wilson, J. Watson.
"...Since crisis fosters change, it can provide an opportunity for improvement in a company situation." Examples illustrate this point.

Woods, Richard G.
Helping institutions respond to change needs through training.
"This paper makes suggestions for adapting training and staff utilization to organizational restructuring, and responsiveness to social needs. The ideal training format for organizational innovation would require selecting, assembling, protecting, and encouraging people, from both within and outside the institution, who are best equipped to initiate, plan for, and evaluate change."
Speech given before the American Personnel and Guidance Association Convention, New Orleans, La., March 24, 1970.

Woody, Robert H. and Jane D. Woody.
Basic approaches for consultation-process model, psychodynamic model, and behavioral model are briefly described. Major areas that can be dealt with by a behavioral science consultant—personnel selection, personnel development and training, system analysis, program evaluation, and applied research—are discussed. Guidelines for selecting a behavioral science consultant are presented, and finally the author notes that successful consultation is an integral-going part of an organization's development.

Zif, Jay and others.
(A creative studies simulation)
"Reorganization is a management game designed to provide you with the opportunity to learn some aspects of organizational theory in a new and stimulating way." The user is asked to assume the role of an executive in a small plumbing manufacturing company and to decide, on the basis of data and interacting with other players, in what ways the organization should be changed.
IMPROVING MORALE AND JOB SATISFACTION

Adams, Paul G., III and John W. Slocum, Jr.
Reports an investigation to examine the relationship between the cohesiveness of the work groups and members' satisfactions in an industrial environment. Findings concern high and low cohesive groups and skilled and low skilled employees.

Anderson, Lois M.L.
"The study ... investigates some longitudinal aspects of Dawis, England, Lofquist and Weiss's Theory of Work Adjustment, by exploring changes (in the same individuals, over a two-year period) in job satisfaction and job satisfactoriness, and by testing predictions made from the Theory concerning future job status."

Aram, John D., Cyril P. Morgan and Edward S. Esbeck.
Research is reported which investigated whether high levels of individual satisfaction and organizational performance are compatible. Subjects were scientists, engineers, and laboratory technicians in the research and development center of a major industrial organization. Team collaboration proved to be related to individual satisfaction and knowledge-based risk taking, a factor of team collaboration, was associated with individual performance. No strong positive association between group collaboration and organizational performance was demonstrated.

Armstrong, Thomas B.
This paper is based on the author's doctoral dissertation (Columbia University, 1969) which tested Herzberg's theory on factors affecting job satisfaction related to occupational levels. A 104-item Job Factor Satisfaction Scales Questionnaire, based on job content and job context factors (salary, status, interpersonal relations, working conditions) was administered to 200 engineers and 153 assemblers. The results were scaled and compared.

Berger, Allen J.
"Relevant job variables were identified by comparing semantic differential scales of self-concepts and perceptions of job components. It is hypothesized that satisfaction with job variables which are congruent with an individual's self-concept will influence overall job satisfaction whereas satisfaction with job variables which are not congruent with an individual's self-concept will not influence overall job satisfaction."
Improving Morale and Job Satisfaction (Cont'd)

Betz, Ellen L.
The hypothesis investigated in this study was that job satisfaction operates as a moderator variable in predicting job success from ability test scores. 352 men and women assemblers from a manufacturing company participated in the study. Results tended to support the hypothesis.

Blood, Milton R.
Based on findings from research among 380 clerical workers in a large corporation, questions the usefulness of weighting job aspects by importance in job satisfaction studies.

Blood, Milton R.
It is suggested that an individual's general attitudes toward work are related to his attitudes toward any particular job. The study attempts to measure individual differences in work values and to show that those subscribing to the Protestant Ethic tend to be more satisfied with work and with life as a whole.

Bookman, Valerie M.
"This paper represents an attempt to summarize what has been published to date in the Herzberg controversy. The conventional explanation of job satisfaction is looked at briefly. Herzberg's theory is also explained, his method described, his findings summarized, and his recommendations noted. Then the most significant findings of other researchers of job satisfaction are enumerated in more or less chronological order, interspersed at times with this writer's own observations about the arguments put forth. Finally, a summary and conclusions are presented."

Using five characteristics of bureaucracy and six types of alienation, the authors studied hourly workers, managers, and independent businessmen, to determine the relationship between alienation and bureaucratization. Types and degrees of alienation differed between the three occupational groups, with indications that the hourly workers experienced more alienation in the form of self-estrangement, and that alienation was not directly related to bureaucracy among managers and businessmen as it was among workers.

Broadwell, George J.
"This study examined relationships between job satisfaction and dimensions and functions of work groups, sex, organizational status, and the levels of individual social dependency of the respondents."
Improving Morale and Job Satisfaction (Cont'd)

Brown, Darrel R.
"The specific objectives were to determine the relationships in a large
industrial organization, between employees' level of alienation, level within the
organization, job satisfaction and their central life interest-whether they
were job-oriented or non-job oriented." [Results indicate] "commitment increases and alienation and indifference
decrease at each higher level in the company hierarchy."

Bureau of National Affairs, Inc.
policies forum survey no. 91)
"A major finding of the survey is that most personnel executives regard the
underlying causes of turnover and the major components of job satisfaction as
being different for management personnel, office workers, and production workers.
They also see substantial differences in the turnover rate for different
categories of employees." Data on turnover rates, causes and control programs,
exit interviews, factors contributing to job satisfaction, and techniques for
improving it. Sample company forms on turnover.

Cameron, C. G.
Job satisfaction of employees in a light engineering firm; a case
study. Personnel practice bulletin (Australia), vol. 26, no. 1,
Key findings of the survey of 69 women and 27 men indicated differences between job aspects considered important by each, and also indicated supervisors were better able to assess women's attitudes than those of the men.

Carlson, Robert E., Rene V. Dawis and David J. Weiss.
The effect of satisfaction on the relationship between abilities and
satisfactoriness. Occupational psychology (Gt. Brit.), vol. 43, no. 1,
"The results of these two studies lend empirical support to the hypo-
thesis that job satisfaction affects the relationship between measured
ability and satisfactoriness...."

Experiments in organizational embeddedness. Administrative science
"The present study is concerned with behavioral and attitudinal out-
comes in relation to communication subgroups performing simple problem-
solving tasks while embedded in a larger, more complex organization."

Cram, John M.
Perceived need satisfactions of workers in isolated environments. Ann Arbor,
"The present study examines the job satisfactions, personal histories and
performance ratings of workers in the specific environment of isolated work
settings in the Canadian Arctic, and tests a number of hypotheses based on the
Porter-Lawler model."
Cubbon, Alan.


Examines two types of literature critical of the Hawthorne studies of the 1920's and 1930's: that of laboratory psychologists who question their status as experiments, and that of social scientists who accuse researchers of neglecting the place of the Hawthorne Works in wider social structure.

Cummings, Larry L. and Aly M. ElSalmi.


Results of research show that "managerial satisfaction--in terms of perceptions of needs and need satisfaction--appears to be related to several organizational variables, and [these] differ in degree of relationship to managerial satisfaction." They also suggest in view of this diversity, it is no longer adequate to view managers non-differentially and more work on interaction effects of variables is needed.

Davis, Keith and George R. Allen.


"The purpose of this study is to analyze the length of time that high and low feelings persisted for a group of employees according to each of Herzberg's 16 factors of job satisfaction."

Davis, Louis E.


Discusses relationship between cultural values exhibited during the industrial era and job satisfaction research as practiced during the last 40 years. Then examines changing job design in the post-industrial era and implications for future job satisfaction studies.

Desai, Harsha B.


DeWitt, George L.


Some jobs are routine and unsatisfying and yet must be done. The worker who is prepared only for such work, says the author, should either adjust to this reality or take the initiative to prepare himself for other work. "The decision has to be with the individual, not the industry."
Improving Morale and Job Satisfaction (Cont'd)

The two groups participating in the study were 66 civilian scientists and 129 Navy enlisted men, all assigned to Antarctic stations for a year. "The results confirmed the hypothesis that occupational group is a moderator of the job-satisfaction-job performance relationship, and that the relationship is more pronounced for the scientist group than for the Navy enlisted group."

Doran, George T.

Dyer, Gus W.
Compares the development of morale to the stages of growth of a shrub—budding, blossoming, fruition. Comments on the effects on morale of administrative policies.

Evans, Martin G.
"Professor Evans discusses the concern expressed by other researchers regarding the importance of various facets of the job and the worker's satisfaction therewith. He would combine the scores of all facets so as to provide a composite score which should closely reflect the respondent's over-all satisfaction."

Ford, Robert N. and Edgar F. Borgatta.
Research was designed to measure subtle differences in concepts held about satisfactions with work itself with the aim of determining whether or not there are "attitudinal concomitants indicating increases in job satisfaction with attempted job enrichment...."

French, Earl B.
Machine theory managers tend to ignore such factors as human values and work environment which affect employee morale and productivity. Suggests factors affecting workers' attitudes for management's consideration.
Improving Morale and Job Satisfaction (Cont'd)

Friedlander, Frank and Hal B. Pickle.  
Food stores, restaurants, manufacturers, service stations, wholesale trade organizations, and personal service organizations were studied for the satisfaction afforded the employees and the organization's ability to fulfill the needs of customers, suppliers, governments, etc. While there was no clear difference in the second area, job satisfaction among employees was definitely greatest in personal service organizations.

Gamie, Mohamed N.  
"Research studied morale in an industrial firm in a midwestern town. Study focused on: relationship between economic and social variables and worker morale; effect of work situation on worker morale, and the concept "morale" as empirically derived. Results indicate the above variables have a definite effect on morale.  

Gellerman, Saul W.  
Supervisors should distinguish between healthy complaints and unhealthy ones and take positive and timely action before downward acceleration of morale occurs. While periodic surveys of employee attitudes will not worsen those attitudes, it does create anticipation to which there should be a response.

Gibson, James L., and Stuart M. Klein.  
Study involving blue-collar industrial employees focuses on relationships between tenure, age, and job satisfaction. Results suggest a positive relationship between satisfaction and age but a negative relationship between satisfaction and length of service. A number of explanations are postulated.

Gluskina, Ury M. and Bruce J. Kestelman.  
Management and labor leaders' perception of worker needs as compared with self-reported needs. Personnel psychology, vol. 24, no. 2, Summer 1971, pp. 239-246.  
Study measured need strengths of blue and white collar factory workers, compared worker needs with those of management and union representatives, investigated accuracy of management and union representative's perception of employee needs, and compared the latter with employees' self-reported needs. All agreed on security as the top ranking need but disagreed on lesser need hierarchies.

Gooding, Judson.  
Two part article on the attitudes of blue-collar workers, reactions of the companies employing them, and approaches for dealing with absenteeism, turnover, dead-end jobs, malaise, etc. Second part discusses management strategies in which job enrichment and participative management plans have successfully increased the morale and productivity of assembly line workers.
Improving Morale and Job Satisfaction (Cont'd)

Goodwin, Leonard.
Occupational goals and satisfactions of the American work force.
Author looks at the whole American work force (regularly employed) in terms of the factors that promote satisfaction or dissatisfaction in their jobs, the variances by educational level and the importance of the findings in understanding our society as a whole. At all levels, it was found that Americans regard work as an opportunity for achievement and fulfillment, and regard an adequate income as an important goal. Those higher in the structure, however, exhibit greater concern for making a social contribution and the better educated worker shows greater job satisfaction.

Greenhaus, Jeffrey H.
Self-esteem as an influence on occupational choice and occupational satisfaction.
Research investigated the role of self-esteem in occupational choice and occupational satisfaction. Persons with low self-esteem tended to look at social cues rather than occupational fit in determining their occupational satisfactions while persons with higher self-esteem looked toward the relevance of their perceived attributes in making their determinations.

Gruenfeld, Leopold W. and Peter Weissenberg.
Field independence and articulation of sources of job satisfaction.
Reports on research which examined relationships between extrinsic or intrinsic factors as sources of job satisfaction among persons whose cognitive styles differed. An appreciation of these individual differences in cognitive style was found to be important to an understanding of different perceptions and responses to organizational environments. Subjects were 96 male supervisors of a state civil service department.

Hackman, J. Richard, and Edward E. Lawler, III.
Employee reactions to job characteristics.
Proposes and tests a conceptual framework for measuring the impact of job characteristics on individual work behavior, attitudes, motivation and job satisfaction. "It was predicted and found that when jobs are high on the four core dimensions (variety, autonomy, task identity, feedback), employees who are desirous of higher order need satisfaction tend to have high motivation, have high job satisfaction, be absent from work infrequently, and be rated by supervisors as doing high quality work."

Hall, Douglas T.
A theoretical model of career subidentity development in organizational settings.
Organizational behavior and human performance, vol. 6, no. 1, January 1971, pp. 50-76.
This paper examines the psychological changes of the individual in the course of his career development, i.e. his life's work. Sociological and psychological factors causing these changes are discussed in the context of a model, together with ten propositions. Self-esteem as a motivational force is considered as well as organizational implications.
Improving Morale and Job Satisfaction (Cont'd)

Hall, Douglas T., Benjamin Schneider and Harold T. Nygren.
The relationship between personal factors (e.g., self-identity, personal values and need satisfaction) and organizational identification among members of the U.S. Forest Service is examined. The hypothesis was substantiated that identification increased as the individual remained in the system over a period of years but there was not a correlation between identification and advancing to higher organizational positions.

Hilgendorf, E. L. and B. L. Irving.
The aim of this paper is to suggest a conceptual model which may lead to a more fruitful theory of job satisfaction and outline an appropriate analytical model, giving specific examples taken from two job attitude studies. The Herzberg model is described as oversimplified. Suggests that "the relationship between job satisfaction and overt work behavior remains tenuous...."

Hilgert, Raymond L.
Findings from a research questionnaire sent to all workers in a plant suggest that management should study employees in the context of their own unique working environment. Motivation and morale are products of the circumstances in the organization at hand and must be analyzed if management is to understand why employees think, feel and perform as they do.

Hinrichs, J. R.
The survey was designed to evaluate the factors affecting workers' satisfaction with their pay. Participants were 1500 white-collar employees in a large industrial organization. "The results suggest that probable earnings potential, in addition to current earnings level, contributes variance to differences in perceptions of equitable salary increases."

Hubner, Walter F.
"This study attempted to identify the nature and degree of interrelation between organizational variables and attitudinal and behavioral reactions to employment. The measures included assessments of need strength, need satisfaction, attitudes toward work and company; assessments of work-orientations; and evaluations of individual use of non-work time."

Hulin, Charles L. and L.K. Waters.
Reanalysis of three versions of the two-factor theory of job satisfaction yielded no support for the theory. The authors explain by assuming that intrinsic job factors are generally more potent than extrinsic factors for predicting overall job attitudes and that overall job satisfaction is more predictable than overall job dissatisfaction.
Improving Morale and Job Satisfaction (Cont'd)

Hunt, Raymond G. and Cary Lichtman.

An empirical case study of a Federal agency composed mostly of semi-professional white collar workers is used to explore the extent of agreement among workers, supervisors and managers. For all groups the greatest value lay in the opportunity to perform "interesting, high quality, work under conditions of amicable supervisory relations." Managers and supervisors, however, tended not to fully understand the things their subordinates wanted from their jobs. Reasons for the communication gaps are suggested.

Ilgen, Daniel R.

The research found: "The levels of performance had a direct effect on performance satisfaction and also moderated the extent to which the expectation-experience comparison affected satisfaction. "To the extent that stimulus objects other than performance can be considered in terms of the amount or quantity present on the job, an implication of the present study can be related to the measurement of job satisfaction."

Ivancevich, John M., James H. Donnelly and Herbert L. Lyon.

Identifies underlying premises of management by objectives. Describes a study of its impact on the job satisfaction of participants at two firms and evaluates its results.

Johannesson, Russell E.


"The purposes of this paper are: (a) to report the relationship found between supervisor's performance and subordinate's satisfaction in a validation sample, and (b) to reinvestigate these relationships in a cross-validation sample."

Kirchgessner, John B.
Job satisfaction among rehabilitation counselors. An interim report. Institute, W. Va., Research and Training Center, 1969. 18 pp. (Reprint series, no. 3)

A poll of newly employed counselors resulted in development of a model of a "typical" counselor and a general finding of weak commitment to the rehabilitation field.
Improving Morale and Job Satisfaction (Cont'd)

Korman, Abraham K.
In an attempt to learn how an organization can maximize satisfactions among its members, research tests the hypothesis that "the significance of environmental ambiguity for satisfaction varies as a function of the degree to which the environment provides a sense of high self-esteem to the individuals in the environment." Findings indicate that ambiguity and change are not dissatisfying so long as people are conditioned to view such characteristics as being consistent with the nature of the current world.

Kosmo, Richard and Orlando Behling.
This study was designed primarily as a test of the idea that the Herzberg duality explanation of job satisfaction could be integrated with conventional single continuum approaches by treating Herzberg's motivators as factors influencing the positive half of a conventional continuum and his hygienes as affecting the negative half of the scale, with the neutral 'neither satisfied nor dissatisfied' point set equal to the attitude median of individuals who perceive low levels of motivators and high levels of hygienes in their jobs. The results of this study do not support the contention that the duality-single continuum conflict can be resolved in this manner.

Kuhn, David G., John W. Slocum, Jr. and Richard B. Chase.
Examines Maslow's theory of motivation as it applies to the relationship between nonmanagerial employees' performance and job satisfaction. Results suggest that incentive pay strengthens the relationship between Herzberg's motivators as factors influencing the positive half of a conventional continuum and his hygienes as affecting the negative half of the scale, with the neutral 'neither satisfied nor dissatisfied' point set equal to the attitude median of individuals who perceive low levels of motivators and high levels of hygienes in their jobs. The results of this study do not support the contention that the duality-single continuum conflict can be resolved in this manner.

Laslett, Barbara.
Papers compares two models for their usefulness in studying the effects of intergenerational occupational mobility on three types of work satisfaction, i.e. satisfaction with pay, with kind of work performed and with overall work satisfaction. The interaction model was rejected. The additive model was found useful for its ability to explain "a significant (though small) amount of the variance in satisfaction with work done and overall work satisfaction."

Lauder, Edward E. III and Douglas T. Hall.
Two hundred and ninety one scientists from R and D laboratories participated in the survey. The issues addressed were "the theoretical and empirical relationships among three types of job attitudes, and the relationships of various job design characteristics to these attitudes." It was found to be important to distinguish among satisfaction, involvement and intrinsic motivation attitudes in conducting the research. The data suggested a relationship between perceived job characteristics and higher order need satisfaction.
Improving Morale and Job Satisfaction (Cont’d)

Lee, Charles A.

"Examines questions arising from previous empirical studies of the relationship between satisfaction and performance. Two basic questions relating to (1) variation in the strength of the relationship and (2) consistency in the direction of the relationship were examined in terms of hypotheses drawn from the theoretical literature and...tested with 138 employees of a public utility."


Leonard, Skipton and Joseph Weitz.

In this research, success and failure were found to be related to task enjoyment regardless of whether individual self-esteem was high or low. Also, task perseverance (a possible measure of task enjoyment) was not found to be highly related to a rating of task enjoyment.

Locke, Edwin A.

Presents a theoretical rationale for understanding the relationship between job satisfaction and job performance. Concludes that satisfaction is primarily a product of performance and only very indirectly a determinant of it. Summarizes major reasons previous studies failed to reveal a consistent relationship between job satisfaction and performance.

Locke, Edwin A.

"The present paper is focused around the following issues: the nature of emotions and their relationship to evaluation; the implications of this analysis for an understanding of the concepts of job satisfaction and dissatisfaction; and the relationship of this theory to other theories. Illustrative data are presented. A variety of related issues are also discussed."


"Five experiments were reported in which: (a) satisfaction was predicted from value judgments; (b) goal-setting was predicted from satisfaction; and (c) performance was predicted from goals. In nearly all cases the correlations were both high and/or significant."
Improving Morale and Job Satisfaction (Cont'd)

Lofquist, Lloyd H. and Rene V. Davis.
Explores the meaning of work, the problems it poses, the work personality and environment. Elaborates on the Theory of Work Adjustment published by Davis et al (1969, 1968), discussing its implications and application. Presents vocational counseling as the major vehicle for applying the Theory. Points out that the correspondence model on which the Theory is based is easily generalized and is useful in explaining any issues involving the adjustment of individuals to their environments.

Lyons, Thomas F.
"The hypotheses tested in this study of 156 staff registered nurses are: (1) greater role clarity is related to (a) more satisfaction with the job and organization, (b) less tension, (c) less propensity to leave the organization, and (d) less voluntary withdrawal (turnover) from the organization; (2) the magnitude of the relationships predicted in Hypothesis 1 will be significantly higher for those nurses with a higher need for clarity about their jobs."
Discussed with regard to organizational theory and organizational change are concepts of role clarity, rigidity of role specifications, and conditions of role specificity, as opposed to the processes of role specification.

McDonald, Ladd D.
Data from questionnaires returned from forty-nine counselors at the Colorado Division of Rehabilitation indicated that knowledge of the counselors perceptions of role conflict was useful in predicting satisfaction with...work when this knowledge was considered in the presence of other predictor variables."

McKibbin, Carroll R.
Analysis indicates that the quit rate has a very limited application to an assessment of morale among government employees. Uses the Foreign Service to demonstrate non-morale related factors which influence quit rates: career preparation and commitment, government regulations, access, transferability, and hope. Suggests measuring morale by simply questioning employees.

Michigan, University. Survey Research Center.
Reviews and evaluates major empirical measures relevant to studying the variables related to a person's occupation and occupational attitudes. Thus, includes a review of research on job satisfaction and job satisfaction inventory scales, the measurement of leadership qualities, of vocational interests, of occupational status and of social mobility.
Supported by grant from U. S. Public Health Service.
Improving Morale and Job Satisfaction (Cont'd)

Michigan. University. Survey Research Center
Survey of working conditions. Final report on univariate and bivariate tables.
Nationwide survey of employed persons on such topics as health and safety, hours and other time-related problems, transportation, union management, discrimination, interpersonal relations, job security, and content of work. Bulk of report consists of statistical tables grouped under major content areas with each set of tables preceded by a brief commentary. One conclusion drawn is that "there need not necessarily be a high correlation between the presence of work-related problems and job satisfaction."
Prepared under contract with Workplace Standards Administration (now Employment Standards Administration), U. S. Department of Labor.

Missauk, Michael J.
Evidence of the relationship between supervisory skills and employee satisfaction and productivity was gathered in this research among engineers, mechanics and machine operators. The relative importance of supervisory technical and administrative skill did not change as the autonomy and skill level of the employees varied, but greater emphasis was placed on human relations skill by the engineers. Findings are judged significant to the design of management training programs.

Mobley, William H. and Edwin A. Locke.
"Five studies explored the relationship between the importance of a job aspect (value) to an individual and his degree of satisfaction and dissatisfaction with that aspect. Four studies tested the hypotheses that value attainment and value frustration would produce more satisfaction and dissatisfaction, respectively, when the value was more important than when it was less important. A fifth study tested the hypothesis that the overall variability in satisfaction with a job aspect would be proportional to the importance of that aspect. The hypotheses were supported. It was argued that the results provided a plausible explanation for the seemingly inconsistent results of previous studies in this area."

Nahabetian, Homer J.
Research studied "the effects of an assigned leader's 'upward influence' orientation, within a simulated school organizational hierarchy, on group member satisfaction and the facilitation of the task of the group."

Nealey, Stanley M.
"The paper reports on a new two-phase measurement technique that permits a direct comparison of the perceived relative importance of economic vs. non-economic factors in a job situation in accounting for personnel retention, the willingness to produce, and job satisfaction."
Improving Morale and Job Satisfaction (Cont'd)

Norton, Steven D.
Research aimed at determining the relationship between participation and Motivator-Hygiene Theory. Results indicated: management by participation is good hygiene; participation is an effective motivator but not the "most effective means of changing the relationship of the individual and his task."

Pallone, Nathaniel J., Robert B. Hurley and Fred S. Rickard.
Reviews 113 studies reported in 1968-69 which related job satisfaction to a number of variables. Continuing emphases were found to exist in the areas of "two factor" theory, salary and benefits, supervision and supervisory relationships, and worker personality. Emerging emphases reported were on use of occupational reinforcement patterns or on other aspects of the Minnesota theory of work adjustment, life satisfaction, and entrepreneurship.

Payne, Roy.
Reports research dealing with withdrawal of extroverts from unstimulating work situations and the possible differences in the satisfaction of social needs of extroverts and introverts.

Pennings, J.M.
This study, a part of a larger study of white-collar in relation to blue-collar workers, was conducted in a large electronics plant and focused on the validity of Herzberg's two-factor theory of job satisfaction. Finding: indicated that promotion rates influence the ways the white-collar worker evaluates his current position and determines his expectations of his job and job environment.

Pritchard, Robert D., Marvin D. Dunnette and Dale Jorgenson.
"An experiment was arranged wherein 253 male college students were hired and worked for seven consecutive half-days. The experimental design allowed tests of equity theory deductions under conditions of both experimentally induced and naturally induced feelings of inequity. The naturally-occurring induction was produced by changing the pay system half way through the week's work. As a result of the change in pay system some of the employees, with no change in effort, experienced either more or less net pay--thereby generating feelings of over and under reward."
Improving Morale and Job Satisfaction (Cont'd)

Ramser, Charles D.
Research studying the satisfaction-performance relationships indicated that intrinsic reward is closely associated with satisfaction and performance and should therefore be built into work positions as far as possible.

Raasch, Erwin.
Discusses the interrelationships between morale, discipline, and productivity.
"Effective motivation requires the leader of an organization unit to maintain a delicate balance of appropriate management styles for the variety of situations he must face.... In the final analysis, an accurate sense of direction is even more important than a clear view of the realities of the moment."

Roberts, Karlene H., Gordon A. Walter and Raymond E. Miles.
Research... "reports a set of analyses of the responses by 380 managers from six organizations to items presumably related to one available multi-dimensional scheme for categorizing human needs, the Maslow need hierarchy. It seeks to determine the extent to which factors empirically derived from these responses match Maslow's conceptually derived need categories." Results provide mixed support for the usefulness of using Maslow's need categories for structuring dimensions of job satisfaction.

Ronan, W. W.
Research study of 1310 managerial-supervisory employees revealed little relationship between job satisfaction and behavior (such as tardiness). Where found, "the link appeared to be direct supervision."

Ronan, W. W.
Reviews previous research dealing with the relative importance of common sources of job satisfaction and presents another method of measurement. There was substantial agreement on the importance of these areas for job satisfaction: ability to contribute to company products, pay, certain fringe benefits and promotion fairness. "In terms of research, if one is interested in the more salient job features of job satisfaction/ the questionnaire is the appropriate instrument but, if 'sore spots' are paramount, the write-in is the better instrument for measuring."
Improving Morale and Job Satisfaction (Cont'd)

Rosow, Jerome M.
Productivity; the blue collar blues. Vital speeches of the day, vol. 37, no. 16, June 1, 1971, pp. 488-491.
A discussion of productivity and motivation as they relate to lower-middle income workers. Recommends specific areas that should be examined for solutions to job dissatisfaction and its causes and suggests productivity bargaining as a route to resolving problems. Points out that "Economic rewards, personnel job satisfaction and future opportunity are three basic elements that turn people on."

Ryder, Leonie A.
"Three nationality groups of women working in a clothing factory differed in the importance they attached to particular aspects of their job and in their overall job satisfaction. The women's attitudes are compared with what their supervisors and management believed them to be."

Sadler, Philip J.
Data collected in a series of opinion surveys carried out on behalf of two companies in the United Kingdom support the view of the superiority of the consultative style of leadership. A significant conclusion to be drawn from the research is that leaders perceived as having distinct and identifiable styles are more successful in promoting confidence and satisfaction--whatever their style--than those who have no distinctive style.
Article on this research will also be found in Sadler's "Leadership and management," in Management Today (Gt. Brit.), May 1970, pp. 55, 58, 62.

Saleh, S. D. and T. G. Grygier.
Intrinsic factors are actually related to performance of the job; extrinsic factors are related to the environment in which the work is performed. Instead of exploring these categories as dimensions of job attitude (e.g. Herzberg et al.), the authors analyze the relationship between the intrinsic-extrinsic dichotomy and personality variables.
Improving Morale and Job Satisfaction (Cont'd)

Sileh, S. D. and John Hyde.

"The general hypothesis of the study was that those who were intrinsically oriented would show higher levels of general satisfaction than those who were extrinsically oriented. ... The study tests this general hypothesis for two job levels, for two education levels, and for men and women."

Schneider, Joseph and Edwin A. Locke.
A critique of Herzberg's Incident Classification System and suggested revision. Organizational behavior and human performance, vol. 6, no. 4, July 1971, pp. 441-457.

"It is shown that Herzberg's classification system confuses two levels of analyses, events (what happened) and agents (who made it happen). A new classification system was developed which classified separately by event and agent. Classification of critical incidents from four employee samples revealed that the same classes of events led to both job satisfaction and dissatisfaction (good and bad days on the job); but that different agents were judged to be responsible for these events. 'Motivator' and Task related events were seen as predominantly responsible for both good and bad days; the self was typically given credit for good day events while others were primarily blamed for bad day events. The implications of the results concerning events for Herzberg's theory and methods are discussed."

Schwab, Donald P. and H. William DeVitt.

Study among male staff and managerial personnel of a public accounting-management consulting firm re-evaluates the satisfaction-performance linkage posited by Herzberg's two factor theory of job satisfaction when correspondence between satisfiers (dissatisfiers) and favorable (unfavorable) sequences is lacking.

Schwab, Donald P. and Herbert G. Heneman, III.

Research investigated two criticisms of Herzberg's research on job satisfaction, the first dealing with the reliability of response classification and the second with analysis and interpretation of individual responses. Subjects were male supervisors in the Wisconsin Department of Natural Resources.

Scott, William E., Jr. and Kendrith M. Rowland.

Responses to a test measuring morale factors were compared and found to be similar between a sampling of civil service employees in a Naval ammunition depot and a sampling from an industrial organization. Theoretical views regarding the nature and significance of the data are presented.
Shah, Usha D.

Study researched various aspects of the relationship between work values and job satisfaction using 200 Indian clerks and 26 Indian engineers.

Sheppard, Harold L.
Compared the characteristics of a group of 79 blue-collar workers who have shown discontentment in their jobs with 191 of their peers who have not. Age, pay, family income, education, dependents, perceptions of the job, alienation and race attitudes are some of the characteristics considered.

Siegel, Jacob P.

Study investigated effects and correlates of management level, the interaction between personality traits and level of management in reference to managerial satisfaction, and the possible correlates of leadership attitudes.

Siegel, Jacob P. and Donald Bowen.
Using 86 MBA's and questionnaires developed by A. Zander (1969), the author reports that self-esteem is a factor that moderates satisfaction-performance relationships.

Data also suggest that group, not individual, rewards are an important source of motivation for group-oriented tasks.

Slocum, John W., Jr.

Compares need satisfactions and relates these satisfactions to the job performances of first-line supervisors and top- and middle-level managers in a Pennsylvania steel plant. In general, satisfactions increased with each level of management, and the satisfaction of higher order needs (esteem, autonomy, and self-actualization) appeared to be more closely related to the performances of top managers than to those of lower managerial personnel.

Slocum, John W., Jr. and Herbert H. Hand.

The Edwards Personal Preference Schedule (EPPS) was the measuring instrument used on 57 foremen and 37 executives in a steel plant. Employee satisfaction and performance as correlates of personality characteristics were investigated. Results indicate "promise in using personality characteristics as predictors of job performance and satisfaction."
Slocum, John W., Jr. and Michael J. Misshauk.
Seeks answers to the question "How do environmental work factors affect job satisfaction and productivity?" After reviewing present research studies, describes project carried on in a Pennsylvania steel plant with 2500 employees which compared factors affecting engineers with those affecting other employees.

Slocum, John W., Jr., Paul M. Topichak, and David G. Kuhn.
Reports on a study which compared perceptions of need satisfactions and need importances of glass factory workers in the U.S. and Mexico. Findings indicated that the needs of Mexican workers were more satisfied than were those of U.S. workers and that the Mexicans placed more importance on needs than did the U.S. workers.

Smith, Patricia C., Lorne M. Kendal, and Charles L. Hulin.
The measurement of satisfaction in work and retirement; a strategy for the study of attitudes. Chicago, Rand McNally, 1969. 186 pp.
The nature of the concept of satisfaction and the means for adequate scientific measurement of satisfaction form the book's focus. A Job Descriptive Index (JDI) emerges as a measuring instrument in the work situation, along with a Retirement Descriptive Index (RDI) for understanding the attitudes of retirees. Detailed methodological data is followed by recommendations for future research.

Smith, Preston E.

Sofer, Cyril.
Findings of a research program carried on in a large oil company in collaboration with social scientists from two universities showed a degree of alienation among executives and technical specialists reminiscent of that previously found in industrial manual workers. Respondents tended to feel they were under-utilized; many were dissatisfied with their job choice; neither did they find their work challenging. The implications of these attitudes for men who have devoted their lives to one career are analyzed. Detailed responses and research methodology also presented.
Improving Morale and Job Satisfaction (Cont'd)

Soliman, Hanafi M.
This methodological issue of Herzberg's motivation-hygiene theory and attempts to reconcile these two theories with traditional job attitude theories. Results partially support the hypothesis that one- and two-factor theories can be reconciled. See also the author's dissertation of the same title (University of Illinois, 1969). Abstracted in Dissertation Abstracts International, vol. 31, no. 2, August 1970, p. 943-B.

Starcevich, Mathew M.
This study was concerned with three research problems: (1) A replication of Herzberg's work on the motivation of employees utilizing a questionnaire format developed by Frank Friedlander; (2) A replication of Dubin's work pertaining to the central life interest of employees as it applied to other occupational groups; (3) An analysis to ascertain whether a relationship exists between the central life interest and what motivates employees.

Summers, Basil I.
The following hypotheses were examined: There are cognitive styles that can be identified as being most apt to be successful in a specific firm and...least apt to be successful in a specific firm; Supervisors perceive those they supervise favorably if their cognitive styles are similar and...unfavorably if their cognitive styles are different; Non-supervisors perceive the firm favorably if their cognitive styles are similar to the cognitive styles of their supervisor and...unfavorably if their cognitive styles are different.

Sutermeister, Robert A.
An exploration of theories of employee performance and their relationship to need satisfaction. Concludes "...that effort and performance affect satisfaction, and that satisfaction by its influence on level of aspiration affects subsequent effort and performance."
Improving Morale and Job Satisfaction (Cont'd)

Thackray, John.
Critical commentary on the variety of atmospheres, cultures, artifacts of modern offices in America as well as their social psychology and personnel practices, with references to individual firms. States "... In both corporations and government there seems to be a lack of institutional curiosity as to how people live through and experience their hours and days and weeks and years at the office. It is as if the institution has bought the worker's time and left nothing over for the individual."
This lack of concern is reflected in callous policies regarding layoffs and working conditions with only isolated efforts at job enrichment and improved motivation. Suggests that the time has come for the same attention to office workers as was given to industrial workers in the thirties.

Thompson, Duane E.
Findings of research concerned with administrators and professional employees in a state department of public instruction associated a supportive supervisory style with higher levels of job satisfaction. Subjects with higher levels of favorable self-perceptions tended to perceive less support from their bosses and to experience less job satisfaction than did those with lower levels of favorable self-perceptions.

Tinsley, Howard E.A. and David J. Weiss.
Compares the supervisors' estimates of job satisfaction requirements with those of the subordinates. The Minnesota Jobs Description Questionnaire was used to measure the reinforcer characteristics of civil engineers, social case-workers, and truck drivers.

Toban, Eileen.
"Attitudinal correlates of job satisfactions were found to differ for two trainee groups /hard-core poor/ learning community health techniques. The two groups had received relatively favorable and unfavorable evaluations from their supervisors, and were called "High" and "Low," respectively. Highs' satisfaction was linked to their viewing the job as possessing intrinsic merits; Lows' satisfaction was correlated to their perceiving the job as having extrinsic merit."

Tosi, Henry.
Describes research which examines the relationship of participation to job satisfaction and whether participation varies with the personality structure of the individual.
Improving Morale and Job Satisfaction (Cont'd)

Warr, Peter B. and Tony Routledge.
Gives details of a scale to measure job satisfaction among managers from a wide range of firms. This scale yields separate scores for different types of satisfactions such as with the firm, the pay, promotion prospects, the job itself, the immediate superior peers, or subordinates.

Warren, Lynda W.

Waters, L. K. and Darrell Roach.
Relationship between job attitudes and two forms of withdrawal from the work situation. Journal of applied psychology, vol. 55, no. 1, February 1971, pp. 92-94.
Termination decisions and frequency of absences (i.e., forms of withdrawal) of 160 nonsupervisory female employees were correlated with their responses to a job satisfaction questionnaire. Results validate V. Vroom's 1964 proposal that withdrawals are related to job attitudes.

Waters, L. K. and Carrie W. Waters.
This study of 160 non-supervisory female clerical employees does not support the two-factor theory of job satisfaction but rather more traditionally indicates that any variable can be a satisfier and/or dissatisfier.

Wernimont, Paul F., Paul Toren, and Henry Kapell.
Findings regarding factors influencing job satisfaction and motivation of scientists and technicians showed that these are not interchangeable terms. Personal accomplishment, praise, getting along with co-workers, location, and receiving credit affect personal satisfaction. Knowing what is expected, supervision received, challenging work, being kept informed, and participation in decision-making relate to motivation.

Wesolowski, Zdzislaw P.
It is the author's contention that the "flat" organization with decentralized control creates the best environment for the individual's self-development and high morale.
Improving Morale and Job Satisfaction (Cont'd)

Westrate, Thomas W.
"The purpose of this study was to look at differences in perceived satisfaction with both on the job and off the job activities between occupational groups and to examine differences in how these groups view the same job-related activities as being important to them. The subjects were employees of a small manufacturing company. They were divided into two major groups, blue collar and white collar."

Whisenand, Paul M.
Reports the findings of a study, designed to assess the pattern of occupational values and probable degree of job satisfaction among 56 parole, probation and police officers dealing with juveniles in California. The information is intended, in the short run, to help improve organizational and personnel policies and procedures in criminal justice agencies and, in the long run, to promote the investigation of job values and satisfaction.

Wigdor, Lawrence A.

Willert, Wayne.
A supervisor's enthusiasm will trigger enthusiasm in his subordinates, and counteract the indifference that sometimes accompanies routine jobs.

Thirty-four clerical workers were asked to rank 10 job characteristics (5 motivators and 5 hygienes) in order of importance to themselves, to others of the same sex and to others of the opposite sex. The results were compared with similar studies of college women. Female clerical workers rated motivators less important for self than did college females but both groups agreed on the important variables among male workers.

Wofford, J. C.
Reports on a study among nonmanagerial white and blue collar employees which explored motivational bases of job satisfaction and job performance and their interaction. It is contended "that job motivation is a function of the strength of the needs and the expectation on the part of the employee that job performance will result in need gratification..."
"The expectancy theory appears to hold more promise as a basis for understanding and prediction of job motivation and job satisfaction than either Maslow's theory or the two-factor theory /Herzberg's/"
Improving Morale and Job Satisfaction (Cont'd)

Wolf, Martin G.
"It is the thesis of this paper that there are elements of both truth and error in both traditional and two-factor theories. ... Proposes a theory of job motivation based on Maslow's hierarchy of needs which will account for all the discrepant research results concerning job satisfaction...."

Wollack, Stephen.
"Increased job mechanization frequently has resulted in some loss of control by the worker over his work pace. The extent to which a worker is able to control his work pace is one variable which seems to be related to job satisfaction. This study was intended to determine whether a relationship can be demonstrated between an individual's preferred rate of work on a specific task (self-pace), the rate of work as dictated by the task (assigned-pace), and job satisfaction."

"The unidimensional versus the multidimensional nature of professional job satisfaction with specific reference to Herzberg's two-factor theory of satisfiers and dissatisfiers are discussed. An overall job satisfaction index and 34 questionnaire items were evaluated by a national sample of over 3,000 engineering graduates.... Factor analysis suggests that job satisfaction is multidimensional."

Woolf, Donald A.
Recommends use of direct data obtained either from interviews or from a survey designed, administered, and analyzed by an outside consultant. Suggests factors which should be measured among hospital employees, methodologies to use, how analyses should be made and how actions can be carried out.

"In sum...these four articles seem to suggest that for managers and technical personnel at least, the opportunity to perform challenging and worthwhile tasks does result in the satisfaction of a variety of needs, particularly those for recognition, autonomy and self-fulfillment."

A study to determine how employees felt that management would use the findings of attitude surveys indicated satisfaction to be highest when they were presented with full results and were afforded an opportunity for discussion. Lack of feedback appeared to frustrate employees and to confirm their belief that management never intended to do anything in the first place.


Cites examples which illustrate the use of employee surveys as effective communication devices between management and employees. Suggests steps in implementing one.


Illustrates how factor analysis can be of value in analyzing attitude survey results. Cautions that it should be used only on fairly large homogeneous groups of people and that a reasonable knowledge of statistics and use of a computer are necessary.


An employee opinion survey at one of the plants of the New Holland Division of Sperry Rand Corporation provides a vehicle for a case study to determine possible relationships between accurate estimation of employee responses by supervisors and their effectiveness in employee relations. Findings and their applications are reported.


Three papers presented at the Life Office Management Association forum: Interpreting findings, by Michael Ingram; Making use of results, by L. Rogers Taylor.


Describes an attitude survey carried out at Lockheed-Georgia Company, Marietta, Georgia. Tells of problem areas revealed and of corrective actions.


Describes study in which employees at all levels of a company were interviewed by an independent observer. Material was analyzed to determine employee attitudes toward an unstable work situation.


The attitude survey is suggested as an important adjunct to any communications policy. It is an effective way to sort out which management policies and operations need to be emphasized and/or changed.
Summers, Gene F., ed. 
Includes early and recent writings on self-report techniques, plus sections on 
indirect tests and objective tasks, and direct observation techniques.

Tripp, W.H. 
One more time: attitude surveys. Personnel journal, vol. 50, no. 3, March 1971, 
pp. 231-233.
Suggestions are offered for administering an attitude survey and for providing 
effective manager-employee feedback.

Truell, George F. 
Using mini-surveys to start problem-solving processes. Personnel 
Because traditional attitude surveys did not meet the needs of 
the Graphic Controls Corporation, a mini-survey was developed which 
was brief, easy to administer and offered almost immediate feedback. 
The results were "trickled up" through the organization giving the 
supervisor the first chance to evaluate the responses and take 
action. This put him in a positive rather than a defensive position 
and offered a real opportunity for supervisory development. Em-
ployees were pleased with the rapid changes that were made.

Wollack, Stephen, and others. 
Development of the survey of work values. Journal of applied psychology, vol. 55, 
no. 4, August 1971, pp. 331-338.
Describes research in which a set of scales to measure personal attitudes towards 
work in general rather than towards specific jobs was constructed. The scales have 
been successfully used to differentiate values held by members of a number of occup-
ational groups.
IMPROVING MOTIVATION AND PRODUCTIVITY

Ackerman, Leonard.
"One cannot 'motivate' another. But motivation can be transmitted from one to another, as from superior to subordinate by an individualistic approach based upon the determination of the needs of the subordinate by the manager."

American Management Association, Inc.
Selected reprints from AMA periodicals.

Bass, Bernard M.
Experimental evidence is presented which corroborates theories that productivity and job satisfaction are highest when planning and doing are merged. Since organizational imperatives usually prevent this merger, eight factors which should be taken into account when planning for others are examined and compensating remedies considered.

Berg, Harry V.
The successful Gerber Quality Motivation program, as tested and refined into the Albion College Employee Motivation process is described. The program's objective is to develop personal interest and pride in job performance and in the company. It also tries to strengthen communication between the supervisor and his subordinates.

Borgatta, Edgar F. and George W. Bohrnsteit.
"The behavior described by our two sets of motivational attitudes is for the most part learned behavior. People who learn highly work-oriented behavior may except financial and psychological rewards. Those who do not learn this behavior may find themselves boxed into jobs that restrict them on all sides."

Boyatzis, Richard E.
Building efficacy: an effective use of managerial power. Industrial management review, vol. 11, no. 1, Fall 1969, pp. 65-76.
Mr. Boyatzis suggests "how a leader can effectively utilize power to motivate satisfactory performance," while Professor Daryl Mitton, in an article which follows, "reveals what he considers are the necessary requirements for assuming and sustaining leadership". ("Leadership--one more time," pp. 77-83).

Bristo, Clois E.
Focuses on aiding the supervisor to inspire employees to make an effort to surpass minimum standards for which they are accountable. Gives three fundamentals for improving morale and motivation: learn to listen, be honest, and improve your leadership with understanding.
Broad, Bruce M.


Though fair and equitable compensation is important, ... "what really grab and motivates a management man, for that matter any employee, is now recognized as being the freedom to reach out, to enrich and enlarge his sphere of influence and contribution, to realize his full potential, to gain recognition from his peers, to broaden his experience and to achieve his own goals and aspirations in the process of playing a meaningful role in the achievement of the Company's objectives."

Bureau of Business Practice.

Motivation. Waterford, Conn., 1970. 32 pp. (Supervisor's problem-solving series, issue no. 101)

Three typical supervision problem cases are described with alternative solutions. The supervisor is asked to choose the best approach to each problem.

Carlson, Howard C.


Carzo, Rocco, Jr. and John N. Yanouzas.


A laboratory experiment tested the effects on group performance of tall and flat organizations. Three variables were measured: time taken to complete decisions, profits, and rate of returns on sales revenue. Structure had no significant effect on decision time, but groups under the tall organization turned in a better performance on the other two variables.

Centner, James L.


"Motivation is the end result of proper organizational climate, and proper organizational climate is the result of leadership, open communication, mutual support and mutual trust." The author believes that lack of leadership is a root cause of many of our organizational problems and suggests seven ways to cultivate leadership: stay active, avoid the malingers, enjoy what you're doing, participate in the extra-curricular, seek responsibility, set realistic goals, set the example.

Champion, George.


Author sees a shift from supervisory management to motivational management due to the changing composition of the national labor force and changing national priorities. The manager's most difficult task in the coming years will be to enlist the energy, enthusiasm and ability of all employees toward a given objective because the workers themselves want to achieve it. Discusses the tools of the motivational manager: training, leadership and job enrichment.
Improving Motivation and Productivity (Cont'd)

Charles, A. W.
Noting that unrest in an organization (which may result in turnover) can often be caused by the difference between the levels of aspiration of the individuals in the organization and their achievement, Charles emphasizes the importance of assessing an individual's self-concept in the selection process and the ability of the organization to accommodate his aspirations. He also points out that the supervisor should be aware of his own self-concept and its influence on others and that the self-concept of top management can determine organizational climate.

Colin, J.V.
Theory Z is based on the premise that traditional methods of innovation/motivation do not fit today's organization of chronic change. Theory Z approaches will foster the growth of professionalism, higher levels of education, project organization, etc.

Cordts, Dan.
City Hall discovers productivity. Fortune, vol. 84, no. 4, October 1971, pp. 92-96, 128.
Considers the effect modern technology and better management could have on the runaway costs of urban services and urban administration. Police, fire, park and sanitation services are discussed and the growing role of labor unions in the public sector is covered.

Cherrington, David J.

Cross, Joseph L.
Information on human behavior and motivation to help the manager newly promoted from the ranks get the most from his work force.

Dalton, Gene W., and Paul R. Lawrence, eds.
Contains an introductory article by Gene Dalton, "motivation and control in organizations," a series of cases most of which have been individually copyright by the President and Fellows of Harvard College, and a group of reprinted readings.

Deci, Edward L.
Research tested the effects of external rewards on persons intrinsically motivated to perform an activity. It was found that money as a reward tended to decrease intrinsic motivation while verbal reinforcement and positive feedback tended to enhance intrinsic motivation.
Improving Motivation and Productivity (Cont'd)

Dichter, Ernest.
Moving from primitive motivational methods to the more sophisticated techniques, Dichter seeks to demonstrate their utility in dealing with our physical environment, our psychological contacts and our personal relationships. In the second section of the book, he considers the application of motivational methods to such current problems as communication, race relations, community action, management, personal mobility, etc.

Donnelly, John F.
How Donnelly Mirrors, Inc. increased productivity and profits through behavioral science approaches. An account of how the company became involved, what it did specifically, what results were achieved, and how a person might get his company to take on such a program.

"Our objectives in developing this text are threefold: first, to include a broad range of research findings from the leadership and organizational behavior field; second, to express these in ways that would appeal to the reader because the text would contain lively first-hand examples of supervisors on the 'firing line'; and third, to emphasize the actual behavior and analytical thinking required of supervisors, not abstract 'principles' and traditional 'theories'."

Eastland, Thomas A.
Workers and managers in a variety of industrial and government organizations responded to a questionnaire designed to test the hypothesis that managers "view their workers differently than the workers view themselves." Findings indicated that in all but one instance both workers and managers agreed with McGregor's Theory Y and thus the hypothesis was rejected.

Educational Testing Service.
Report of an experimental in-basket design, testing the effect of different simulated climates on executive decisions and actions. "The principal conclusion with respect to means is that productivity is influenced significantly by the interaction of the experimental climate conditions."

Effects of task factors on job attitudes and behavior (a symposium).
Evans, Martin G.
It is the author's conclusion that Herzberg's two-factor theory of motivation underestimates the importance of pay and of interpersonal relations.

Evans, Martin G.
"An attempt is made here to deepen the understanding of Supervisor/Subordinate relationships by examining the impact of a supervisor's behavior upon the motivational state of his subordinates. This is done by outlining a path-goal theory of human motivation and by examining the major articulations between variables in this theory and variables of supervisory behavior...."

Fabricant, Solomon.
Explains what productivity is, its sources and its consequences. Relates it to other economic changes such as the rise in wages and salaries and shifts in employment. Also discusses productivity abroad.

Feldman, Edwin B.
Catalogs factors on which motivated performance does and does not depend. Balanced work loads, continuity, adequate equipment and supplies and defined assignments are among ingredients which can ensure productive performance. Condensed from Building Operating Management, vol. 17, no. 2, 1970.

Finkelman, Jay M. and David C. Glass.
Reports on research into the effect of noise on the productivity of machine operators. Unpredictable, as opposed to predictable noise resulted in degraded performance for subsidiary tasks, but did not affect performance on the primary task.

Forys, Joseph R.
"The purpose of this study was to identify by questionnaire survey some ... characteristic problems plants or divisions of some United States industrial companies experience in sustaining Zero Defects programs and to establish the frequency, importance, and significance of the problems encountered."

Gardner, David M. and Kendrith M. Rowland.
Since what motivates one salesman to better performance will not necessarily motivate another, recommends a self-tailored program in which each salesman selects his own incentive pay plan from a widely assorted offering. Points out that levels of aspiration, needs for prestige, and reference groups influence behavior. Stresses the importance of developing a comprehensive theory of human behavior including the concepts of valency, expectancy and motivational force.
Gladstones, W. H.
In this experiment, background music produced no significant sustained effect on either the speed or accuracy of operators of keyboard data preparation equipment. Attitudes were measured by questionnaires. Though some workers changed their minds during the experiment, at its conclusion some 55 percent still wished to have music.

Goble, Frank G.
A condensation of the ideas of Dr. Abraham Maslow gleaned from his many publications. His Third Force or Humanistic Psychology is a "new, comprehensive theory of human motivation which touches on every aspect of human behavior." Selected chapters: Historical perspective; The Third Force; The Theory of Basic Needs; Eupsychian management; The synergetic society; Education and personal potential; Business and industry.

Grigaliunas, Benedict S. and Frederick Herzberg.
A questionnaire, structured to measure on two levels job attitudes according to Herzberg's motivator-hygiene theory (1959), was administered to 81 college seniors. The inconsistencies which resulted illustrate the effects of methodology and respondent biases.

Groff, Gene K.
Three of the most important variables in influencing employee effort are supervisory behavior, incentive pay and the nature of the task itself. Reinforcement through extrinsic reward is provided by the first two; direct satisfaction is provided by the third. Groff suggests the ways in which these and other variables affect productivity.

Guilford, Joar S. and David E. Gray.
Designed to instruct supervisors and managers in the fundamentals and methods of motivation and human relations, using a programmed text.

Hackman, J. Richard.
Discusses four means by which job factors can influence behavior and the importance of understanding such factors when dealing with ability and performance in a work situation.
Improving Motivation and Productivity (Cont'd)

Hammerton, James C.
Addressed to the problem of managing interdisciplinary groups of professionals—mathematicians, computer programmers, architects, physicians—suggests a project team approach as a way to foster productive working relationships while retaining loyalty and enthusiasm.

Happel, Joseph G., Jr.
The common denominator of theories of motivation is the effective use of communication techniques. Management must convey a sense of mission.

Harris, Evelyn M., ed.
Presents three case studies from the British experience in productivity which is defined as the making of a deal between labor and management to improve productive efficiency and the rewards for work.

Harris, George T.
McClelland talks about achievement motivation, what it is, who has it, and why, using examples from his own and others' research.

Hartman, Bryce O.
"Now that systems design and management are coming of age as engineering and management specialties, increasing attention is being given to motivation in the systems environment." A case history concerning motivational factors in Air Force transport operations is discussed.

Hawkins, Kevin and Chris Molander.
Examines the impact of productivity bargaining on the first-line supervisor. A study within three companies found that failure to involve the supervisor in bargaining jeopardized the implementation agreements and weakened the supervisors' positions.

Hedlund, Earl C.
Employee participation in the decision-making process of a zero defects program contributes to its success. Other factors which also contribute to successful programs are: management support, detailed planning and progress measurement.
Improving Motivation and Productivity (Cont'd)

Hermans, Hubert J. M.
Reports research on three studies designed to investigate the possibility of constructing a new questionnaire capable of measuring the achievement motive. All three studies generally suggest it is possible.
"A factor that seems of utmost importance ... is the quality of the initial item pool."

Herrick, Neal Q. and Robert P. Quinn.
Summary of preliminary findings of a University of Michigan Survey Research Center study of workers' attitudes toward the intrinsic (i.e., labor standards) and extrinsic (i.e., opportunities for personal fulfillment) aspects of their jobs. A national sample of 1,533 employed persons responded to the questionnaire during November-December 1969. To date, the analysis of the data has been mostly limited to the compilation of simple descriptive statistics and bivariate frequency tables.

Herzberg, Frederick.
Part 1, Moving your employees of motivating them; Part 2, Be efficient and be human; Part 3, People are polarizing; Part 4, Management of hostility.

Herzberg, Frederick.
After reviewing various ways to motivate employees, the author concludes that job enrichment—giving the employee more responsibility and challenge—is the most effective stimulus.

Hoffman, Frank O.
Describes the dimensions of morale and their impacts on workers' productivity as individuals and as teams. Lists obstacles to best performance and maximum job satisfaction.

How music can enhance the office environment. The Office, vol. 73, no. 6, June 1971, pp. 70,73.
John Finn, Office Services Manager, Nationwide Insurance Companies, White Plains, N.Y., has instituted and found successful a Muzak system specifically designed to improve employee efficiency. The approach is briefly described.

Illinois. University. Department of Psychology.
Two different studies revealed that when the group task required coordination of efforts, group productivity was significantly affected by both the average ability of the group and the ability of the dullest member. However, when the group task required collaboration, then group productivity was not significantly affected by these factors.

Organizational voids, like delegations of authority are designed to develop and motivate employees. Organizational voids are different, however, in that the subordinate initiates the acceptance of new responsibility rather than the superior passing it out. Condensed from Chemical Engineering, June 30, 1969.

International Labour Office.
Measuring labour productivity. Geneva, 1969. 172 pp. (Studies and reports, new series, no. 75)
Comparatively surveys the measurement of labor productivity in various countries. Coverage includes methods used to measure labor productivity, comparisons of the levels of labor productivity, and an analysis of various labor productivity statistics.

Ivancevich, John M.
Analyzes the relationships between measures and bases of organizational control, and three job satisfaction categories; status satisfaction, autonomy satisfaction, and growth satisfaction. Subjects were 228 agents of a large insurance company. Findings are related to previous research studies.

Jacoby, Jacob.
Discusses the results of a questionnaire administered to 550 Federal employees which shows that there is an important relationship between work music and employee morale. Suggests areas for further study.

Jehring, J. J.
Reviews development of profit-sharing theory and its application in the U. S. economy. Suggests new techniques to encourage fuller utilization of profit sharing as a motivational tool.

Jones, B. D.
The author reviews two behaviorist theories of motivation: A.H. Maslow's Hierarchy of Human Needs Theory; and Frederick Herzberg's Hygiene and Motivator Factor Theory. Concludes that an administrator must first change his own assumptions about leadership, group behavior, etc. if he is to develop new attitudes among his employees.

Jones, Barbara T.
Higher productivity results from thoroughly motivated employees. For each of three factors which are keys to motivation--job satisfaction, supervisor-employee relationships and company-employee relationships--lists techniques for affecting improved employee motivation.
Improving Motivation and Productivity (Cont'd)

Jones, John E
Talks about leadership from a motivational perspective and says that motivational values ought to be a prime concern of each leader at every organizational level. Provides 10 guidelines for the leader who wishes to create a climate of motivation.

Kint, J. R.
Using Abraham Maslow's and Frederick Herzberg's motivational theories, the author assesses attitudinal changes wrought by 57 directives (Z-grams) issued by Admiral Elmo R. Zumwalt, Jr. since mid-1970.

Kirkpatrick, Donald I.
After describing four theories of motivation, those of Maslow, McGregor, Herzberg and McClelland-Atkinson, draws up guidelines for the manager who wants to motivate effectively: recognize each individual's needs, note that an individual's needs vary over time, establish the climate for meeting individual needs by the way of managing the job being done.

Kolb, David A. and Richard E. Boyatzis.
"The experiment presents convincing evidence that conscious goal-setting plays an important role in the process of self-directed behavior change. Individuals tend to change more in those areas of their self-concept which are related to their consciously set change goals. These changes are independent of the difficulty of the change goal and thus do not appear to be a result of an initial choice of easy to achieve goals. While this experiment...does not conclusively prove that conscious goal-setting caused the subsequent changes in self-concept, taken with other experimental studies cited in this paper it does strongly suggest that conscious goal-setting facilitates goal achievement."

Korman, Abraham K.
Offers a theoretical hypothesis relating to the influence of an individual's self-concept of the task at hand on the outcome he seeks and attains. Includes an extensive review of the literature and of previous research.

Korman, Abraham K.
Reports results of a series of laboratory and field investigations which support hypothesis that performance is facilitated by the high expectancies which others have of one's competency and ability.
Improving Motivation and Productivity (Cont'd)

Landy, Frank J.
Reports on research into the effect on job satisfaction of the individual's motivation to work. Subjects were 175 non-supervisory engineers who were grouped into three motivational categories (by energy expenditure) and tested in satisfaction and performance dimension relationships.

Landy, Frank J. and Robert M. Guion.
"This report describes the development of a set of scales by which the work motivation of professional engineers can be assessed through peer ratings."

Lawler, Edward E., III.
Reviews research on job attitudes during the last fifteen years and sees signs of growth and development. Summarizes studies on the relationship between satisfaction and performance and between attitudes and motivation. Suggests practical implications.

LeBoeuf, Maurice M.
Research gathered behavioral data from sixty executives and supported hypothesis that the subordinates conception of the supervisor's motivation is a valid part of his motivational system in attaining organizational objectives.

Lee, Sang M.
Based on research data from 170 scientific employees and their supervisors in the U.S. Public Health Service, analyzed variables associated with scientists' organizational identification patterns and explored the relationship of these patterns to job attitudes and motivation. Those with high organizational identification were more productive, better motivated and rewarded, more satisfied and had less propensity to leave than did those with lower organizational identification.

Levinson, Harry.
Sketches the historical development and conception of managerial theories of Herzberg, McGregor, Argyris, Likert, Blake and Mouton, and the author in terms of the basics of the meaning of work and the motivation of work. Covers psychological motivation, the social role encompassed in the concept of work, the conception of the modal organization work structure, and the ethos in which the organization functions.
Improving Motivation and Productivity (Cont'd)

Longest, Beaufort B., Jr.  
This is a motivational survey of nonsupervisory ADP programmers and systems analysis in two large companies in Atlanta, Georgia. Achievement is the highest motivator.

Presents ideas of C. Michael Kearsey, Planning Engineer, IBM Components Division, on how management can cope with its challenge to motivate indirect or support labor personnel.

Informal interview between Dr. William F. Dowling of New York University and Dr. Herzberg in which Dr. Herzberg discusses his theories of motivation as developed through his research.

Motivating the underperformer. New York, American Management Association, Inc., 1969. 16 pp. (Management bulletin no. 130)  
Authors are convinced the low performer can be motivated effectively, to his benefit as well as his employer's. Within the framework of motivation and leadership theory and research, specific techniques for improving performance are presented.  
See also the authors' article, "Leadership methods that motivate," in Supervisory Management, vol. 15, no. 1, January 1970, pp. 6-9.

Mark, Jerome A. and Shelby W. Herman.  
Reviews and analyzes relatively low gains in productivity during 1969 and discusses relationship to other economic measures such as employment, unit labor costs, non-labor payments, and prices. "Smaller gains in output per man-hour, coupled with record increase in hourly compensation, resulted in 6.3% rise in unit labor costs in 1969."

Some companies are successfully using factory techniques for measuring and increasing the productivity of office workers. Experiences of Aerospace Corp., Xerox, Aetna, etc. are noted.

Meyers, Jeremy D.  
Research conducted with first-line supervisors and their subordinates at a bank indicated that there was little or no relationship between supervisory assumptions (determined by the Supervisory Assumption Questionnaire) and subordinate performance or motivation. Motivation factors were seen as related to over-all job satisfaction but not to productivity.  
Improving Motivation and Productivity (Cont'd)

Migliore, R. Henry.
Reports experimental research studies to evaluate knowledge of results on performance. Concludes that in order to motivate the individual worker, the working environment should reinforce and help satisfy his needs. Management can use the mechanism of knowledge of results as a means through which the worker can receive reinforcement for productive, cooperative behavior.

Miljus, Robert C.
"While the modern manager cannot 'make' the employee perform in a desired manner, he can certainly influence subordinate performance by his managerial skills and the style of leadership he exercises." Steps to be taken by the effective manager in creating a meaningful work environment are presented in some detail.

Morse, John J.
Reports on author's doctoral thesis at Harvard Business School. "His basic finding is that when a functional unit has formal organizational practices and a climate which fit the requirements of its particular task, the unit will be effective and the members of the unit will be more motivated. ...The latter point ... suggests that designing and developing an organization to fit the demands of its environment may also provide important psychological rewards for the members of the organization."

Morse, John J. and Jay W. Lorsch.
Reports on research which explored how the fit between task and organizational characteristics is related to motivation. Suggests "that the appropriate pattern of organization is contingent on the nature of the work to be done and on the particular needs of the people involved."

Myers, M. Scott.
"This article isolates and describes three conditions under which managers and their subordinates are motivated: The conditions are: interpersonal competence, meaningful goals and management systems. These conditions and other conclusions resulted from a motivation survey of 1344 managers at Texas Instruments.

Nadeau, J. R.
Productivity can be increased by introducing involvement into workers' jobs, by giving them responsibility, demanding creativity, providing challenge and an urgent sense of being needed. "Specifically, ...set objectives for them much like you set objectives for supervisors. You involve them in design work, in work flow ideas, in cost reductions, in cost allocating, timekeeping, equipment studies, elimination of bottlenecks in their own and other departments." Asserts that this involves restructuring concepts and attitudes of how to manage.
Improving Motivation and Productivity (Cont'd)

Nouri, Clement J. and James J. Fridl.
The review theory and approaches to motivation which aid management by satisfying employees' motivational needs, thus providing a framework for organizational viability and growth.

Pajer, Robert G.
If morale is seen as a function of the whole work system-an approach the author supports with a review of the literature-then productivity can be positively correlated with morale.

Patchen, Martin.
Questions when a man merely puts in time to earn a living and what factors are required for real involvement on the job. Conducted at Tennessee Valley Authority, the study investigated differences in individuals and in job situations which affected motivation and identification.
Work for project supported by grants from the National Institutes of Health to the Survey Research Center, University of Michigan.

Perfomance Research, Inc.
The paper deals with the use of four groups of rewards (financial, interpersonal, intrinsic to work and developmental) for motivating individuals who have failed to demonstrate consistent work attendance or to meet organizationally defined standards of adequate performance. The paper emphasizes the importance of considering the sources of rewards and their method of administration, and considers the effects of these factors on attendance and performance.

Pollock, Ted.
Yes, you can work under pressure. Supervision, vol. 33, no. 4, April 1971, pp. 3-5.
Discusses how a person can harness stress and turn work pressure into a source of motivation of productivity and work satisfaction.

Ponthieu, Louis D.

Possick, Charles G.
Broadly defined, value engineering of human resources refers to the management science of "inducing people to produce a higher rate of productivity." Major studies in the field of motivation are reviewed (i.e. Roethlisberger, Likert, Herzberg, Whyte, McClelland, McGregor, Maslow, Argyris, Gellerman) in support of the author's contention that well motivated employees produce more.
Improving Motivation and Productivity (Cont'd)

Prahalis, C. P.
Lists actions a manager should avoid and eight steps he should take to motivate his work force and create a climate in which employees can satisfy their needs while working toward the organization’s goals.

Price, John.
The problem of effective motivation, historically and in today’s world, is considered. Part 1 recounts how five forms of motivation—pay, direction, discipline, underutilization and division—were used in the past. Part 2 demonstrates that these once “classic” factors have been replaced today by psychological motivators such as for growth, achievement, responsibility, recognition and liking for the work itself.

Price, W.N.
The Director of the Manpower Planning Division of the Department of the Navy discusses theories of motivation and the effect of the reduction in force of defense personnel on the motivation and morale of both the separated and the remaining employees. Anti-demotivational measures are also considered.
Article inspired by discussions of FMIC Panel 10 of the Federal Management Improvement Conference held September 21-22, in Washington, D.C.

Repp, William.
Word RIDDLE suggests six ways to motivate the NOW generation: respect them, involve them, delegate authority, design jobs as proving and not training grounds, learn from them, enjoy them.

Roche, William J. and Neil L. MacKinnon.
Offers practical insights into Texas Instruments Company’s formula for inducing workers to participate in a continuing cycle of management activity designed to make their work increasingly meaningful. Suggests methods for obtaining the commitment of top management and that of supervisors to the program, the setting up of meetings with workers, the obtaining of their participation, etc.

Rose, Edward.
Extracting optimum productivity from labor appears to be largely a motivational problem, one of convincing employees that “the goals of management and labor are not mutually exclusive; they are, in fact, mutually inclusive.” Suggests that programs of fringe benefits, bonus pay, wage increases, promotions, granting of status symbols, company educational programs, employee participation plans, and profit-sharing plans are such motivators.

Sauer, John R.
When a manager issues clear and simple instructions directed at the mission of the job, rather than at the techniques of accomplishing it, workers will be activated to perform their best. Four basic techniques are suggested.
Improving Motivation and Productivity (Cont'd)

Schneider, Benjamin and Loren K. Olson.

The hypothesis tested is that "personal intrinsic values will be positively related to effort, and effort will be greater, where the individual is rewarded for effort with extrinsic rewards he values." This particular report examines the relationship between pay satisfaction and effort using data from two earlier effort-reward studies on the staff and supervisory nurses in two hospitals. Results supported the hypothesis.

Schrieber, David E. and Stanley Sloan.
Explores the economic and psychological perspectives of incentives and suggests an approach to them which integrates financial and psychological motivation within a participative management system. Points out its advantages.

Schuster, Jay R.
Pay is a motivator for some but not for others. For those who respond to pay as a motivator, the organization must be in a position to offer reward commensurate with performance. To those who do view pay as a motivator care should be taken that it does not become a "demotivator", and an effort made to find out what factors do encourage superior performance.

Scott, Ron.
The thesis is that in these days when most companies meet employees' basic material needs through good salaries and fringe benefits, there are no dedicated men in the sense of devotion to a company. Today one finds dynamic growth in those companies where policies and practices are devoted to the growth of managers and personnel, where the truly dedicated man is absorbed in his own personal development and his company's along with it.

Seberhagen, Lance W.
A look at factors affecting job satisfaction and motivation in a city government employing 2,500 non-uniformed civil servants, using as a basis Herzberg's two-factor theory of motivation. Results showed that the employees found their greatest satisfaction in the work itself. Based on author's Master's thesis.

Sharlip, Alfred S.
Applying job motivation where it is most needed. Training and development journal, vol. 23, no. 11, November 1969, pp. 48-49.
Comments on the need for motivating performance in unglamorous jobs.

Sikula, Andrew F.
"Do personal job goals determine individual behavior? Here is a new approach to the analysis of personal goals. It includes a method of scoring personal goals in terms of relationship to value rankings on the Rokeach Value Survey."
Improving Motivation and Productivity (Cont'd)

Silber, Mark B.
Explicates the nature of motivation and the psychological factors affecting employee job performance. Shows managers ways to release the inner forces of higher-level employees.

Smith, Clagett G.
An investigation and interpretation of the relationship between group age and group performance in terms of conditions of wisdom, conditions of novelty, and the type and level of cooperation.

Smith, Howard P.
Suggestions for providing the job conditions which will stir the employee's desire to achieve.

Sorcher, Melvin.
A procedure outline for the manager who aims to motivate employees through participative management.

Steinmetz, Lawrence L.
Discusses causes underlying poor performance: managerial, organizational, personal or outside. Suggests methods for appraising performance, determining which employees are salvageable, and provides techniques for motivating the marginal performer.

Steinmetz, Lawrence L. and Charles D. Greenidge.
Participative management may be appropriate at the top levels of the organization but is not necessarily so at the middle and lower levels. Article suggests that executives should not mistakenly ascribe their own motivational attitudes to their subordinates whose personalities and attitudes may be more suited to other leadership styles.

Stettner, Nora.
Productivity bargaining may be defined as "the acceptance of changes in work practices in return for improvements in wages, hours, working conditions or status." This book explores productivity bargaining in Britain, especially its significance to employers, workers and the government.
Improving Motivation and Productivity (Cont'd)

Svenson, Arthur L.
Suggests that management declare a moratorium on motivation and get on with programs which have their own motivation built-in. Describes seven frontal attacks to develop motivation as an integral part of management.

Swanson, Lloyd A. and Darrel Corbin.
Reviews the thinking on the Zero Defects approach to motivation and performance and contrasts it with a new approach which is less "hard-sell," requires no proofs of success and which relies more on the role of the supervisor.

Talley, Richard W.
Describes an experiment in group dynamics carried out at the Delton Company in Connecticut. It presents evidence that dissonance can be a motivating factor.

Tausky, Curt.
"By using a set of predetermined categories of meanings of work, we attempted to assess how a national sample of blue collar workers is distributed among these categories." A relatively small proportion was found to be concerned about occupational prestige and only a small proportion normatively uncommitted to work. Most of the men valued an acceptable job with high income--i.e., emphasized the consumer role.

Tomb, John O. and S. R. Wilson.
The problem of diminished initiative and ingenuity below the top-management level in a large organization may be countered by a program of integrated planning and control (IPC). Explains the approach and results that can be anticipated, including improved managerial teamwork, and stronger interfunctional ties. Condensed from Financial Executive, March 1969.

Trexler, Jerome T. and Allen J. Schuh.
A questionnaire was designed to measure the effects of deprivation, based on the five need levels postulated by Maslow (1954)--physiological, security, social, esteem, self-actualization--of 103 military males.

"This bulletin presents examples of formal efforts by labor and management to improve productivity. The focus is on plant level practices that are within the control of management or unions, leaving broad economic, technological, institutional, and other factors that affect productivity change for examination in other studies."
Contents: Retaining programs; Work rules settlements; Methods of adjusting to technological change; Manpower planning; Plantwide productivity incentive plans; Formal union-management cooperative program; Job redesign; Absenteeism and hours of work; Selected bibliography.
Improving Motivation and Productivity (Cont'd)


Reports on a research study which measured alternative means for estimating common types of industrial production functions in 1729 plants of 23 industries.

U. S. National Aeronautics and Space Administration.
Includes books in the library regardless of date published; periodical articles published after 1960.

U. S. National Commission on Productivity.
A policy statement issued by George P. Shultz as Chairman of this Presidential Commission, which was created "to recommend ways to further productivity improvement." Identifies six "target opportunities," which include improved productivity of government personnel resources.

Urwicq, Lyndall F.
After examining McGregor's theories X and Y, Urwick finds human behavior in economic undertakings best expressed by his own Theory Z and provides an explanation of it.

Vonder Haar, T. A.
Starts with the premise of a correlation between morale and level of performance and points out three factors which complicate the process of adjusting organizational objectives to individual needs. Discusses motivation and Abraham Maslow's hierarchy of needs.

Walsh, Thomas M.
"The purpose of the study was to gain experimental evidence regarding the utility of Maslow's theory of motivation and the three major constructs upon which it is based. ... The importance of the study was twofold, first, to test the utility of Maslow's theory and second, to produce a preliminary instrument for assessing need levels."
Improving Motivation and Productivity (Cont'd)

Wedgwood, Hensleigh.  
To motivate his employees, a manager must create a climate which encourages them to achieve organizational goals while simultaneously achieving their personal goals. Author calls on the writings of Abraham Maslow, Frederick Herzberg, and Charles Hughes in suggesting ways in which the manager can create such a climate.

Weitzel, William, Thomas A. Mahoney and Norman F. Crandall.  
Research compared models depicting the behavior thought to lead to work unit effectiveness as seen by first line supervisors and higher level managers. Though the priorities of first line supervisors were more like those of higher managers than of employees, they assigned less value to human relations variables than did their superiors.

Wilkinson, Robert.  
Identifies six factors of major importance which influence the effect of environmental stress on performance: duration of the task; familiarity with the stress and the task; incentive of the operator; the kind of work; the aspect of performance considered most important, the combination of stresses. Research on the significance of these factors has come primarily from the four stresses of heat, loss of sleep, noise and alcohol but there is a need for research in other areas.

Williams, Roger and David Guest.  
Are the middle classes becoming work-shy? New society, July 1971, pp. 9-11
Discusses factors prevalent in English society that contribute to a nonwork attitude among the middle-class (who traditionally engage in the service-oriented type activities.) Desire for psychic wages are implied.

Young, Samuel L.  
The task of objective work measurement and the Operations Achievement Program used at Sundstrand Corporation are discussed. OAP is designed "to improve office supervisory and management productivity by integrating the planning, control and utilization of office labor. Its basic purpose is to evaluate operating methods objectively and to balance the workforce with the workload under varying conditions." Methods discussed include work sampling and random sampling.

Zimbardo, Philip and Ebbe B. Ebbesen.  
Aims to arm the executive with a critical appreciation of experimental methodology and theory and a knowledge of where to look for answers to the problems he encounters in changing people's attitudes.
JOE ENLARGEMENT AS A MOTIVATING DEVICE

For references on Job Design, see Personnel Bibliography no. 39 (1971)

Alderfer, Clayton P.
Reports findings from a job enlargement project carried out in a manufacturing organization over a period of three years. Reviews literature on the impact of job enlargement on employee attitudes, describes this particular project, reporting findings and analyzing the impact of the total organizational context on the project. Illustrates that reactions to job enlargement can be negative when they create unrealistic expectations of benefits to be gained.

Anderson, John W.
Suggests important components of a job that is enriched. Reports on a study of job enrichment in 10 companies of four basic industrial types: service, heavy assembly, electronics, and processing technology. In each instance points out obstacles to job redesign and enrichment strategy employed. Concludes with some unanswered questions.

Bishop, Ronald C. and James W. Hill.
Research conducted in a sheltered workshop for rehabilitation of mentally and physically handicapped resulted in findings that job enlargement was of no greater influence than was job change without enlargement so far as workers' job satisfactions and tensions were concerned. It is suggested that the effect of job enlargement on organizational performance involves a more complex combination of factors than has previously been examined.

Dettelback, William W. and Philip Kraft.
Reports on the success of a job enrichment program at Bankers Trust. The 'green-lighting' approach, using the supervisory and lower management team as the primary resource for job analysis, was helpful in combating employee motivational problems.

Holloway, Harry.
The Bell System has a comprehensive program designed to fully utilize and satisfy the employees and increase productivity. It is their approach to Organizational Development (OD) and includes job enrichment, management development, early identification of talent and better communication.

Janson, Robert.
Reemphasizes the importance of factors which tend to motivate, such as the opportunity for responsibility and achievement, and points out the values of job enrichment.
Job Enlargement as a Motivating Device (Cont'd)

Kay, Emanuel.
Overdescribed rigid jobs, which leave no room for people to grow, result in mediocre employees (often middle-aged) who use their creativity in outside activities. Solutions suggested include more interdisciplinary and interfunctional work and flexible job boundaries and descriptions rather than rigid ones.

Lawler, Edward E., III.
Focuses on reasons that changes in job design effect employee motivation and performance. Considers the effect of enlarging the job vertically and horizontally, discussing the research evidence.

Little, Alan and Peter Warr.
Sketches the background of job enrichment and evidence in its favor. Maintains that while more research is needed to uncover factors affecting its success, job, people and organizational variables, appear to influence it.

Magnuson, W.E.
Differentiates between supervisors who make qualitative vs. quantitative demands on their subordinates. Making qualitative demands involving the addition of responsibilities which require more judgment, initiative, or creativity can often serve to upgrade under-producing employees who otherwise would be discharged.

Maher, John R.
Literature dealing with job enlargement was reviewed and stimulus variability was determined to be the critical variable between job enlargement, performance and satisfaction. Hypotheses derived from this were tested and reported. Doctoral dissertation, Columbia University, 1968. Abstracted in Dissertation Abstracts International, vol. 30, no. 2, August 1969, pp. 810-A-811-A.

Myers, M. Scott.
The many examples and techniques of job enrichment presented illustrate and explain this method which seeks to develop employees to behave like managers in managing their jobs. Theories of human effectiveness offer background information. The changing role of management and the role of the personnel function are discussed.

Myers, M. Scott.
A description of four companies' methods for making job enrichment and other components of organizational development workable among unionized working forces. Methods discussed include confrontation by means of sensitivity training, use of management training seminars, reorientation by an application of behavioral science principles, and negotiated collaboration.
Job Enlargement as a Motivating Device (Cont'd)

Penzer, W.N.
Successful application of job development demands a major restructuring of the management systems of an organization. Job development is therefore examined as a means for helping organizations adapt to the future.

Rush, Harold M.F.
Examines the current job design movement which, in contrast to the trend toward fractionalization, seeks to make more satisfied and productive employees by enriching job content, enlarging job scope and giving the employee more control over his own work. Discusses major job design approaches: job rotation, job enlargement, job enrichment and work simplification. Explains the experimental organizational work unit, the autonomous work group in which a combination of these methods has been effected.

Schoderbek, Peter P. and William E. Reif.
Job enlargement; key to improved performance. Ann Arbor, University of Michigan, Graduate School of Business Administration, Bureau of Industrial Relations, 1969. 113 pp.
Partial contents: The purposes of job enlargement; Some prominent company experiences with job enlargement; Current trends in job enlargement; The use of job enlargement in industry; Resistance to change.

Shepard, Jon M.
"In this article, an attempt is made to take some criticisms of the job enlargement thesis into account, and in so doing, to present empirical evidence supporting the unsalutary impact of functional specialization on job satisfaction. The level of job satisfaction is shown to be higher among workers holding 'larger' jobs."

Tausky, Curt, H. Roy Kaplan and Bhopinder S. Bolaria.
"Research points to the conclusion that all workers are neither motivated by the same factors nor for the same reasons. This article suggests that the utility of job enrichment programs predicated on the development of increasing intrinsic job elements and down-grading attention to extrinsic factors, is questionable, at best."

Walsh, William.
Enrichment in the office. Personnel management (Gt. Brit.), vol. 1, no. 6, October 1969, pp. 42-44.
Enumerates ways of enriching a job, illustrates the use of job enlargement in the offices of an electrical company and points out benefits from its application.

Young, Drew M.
Relates personnel services and manpower utilization functions to Herzberg's motivation-hygiene theory. Supports the job enrichment concept of structuring or restructuring jobs to include motivational elements.
FOSTERING CREATIVITY AND INNOVATIVE BEHAVIOR

Bishop, Terry.
Discusses factors in the educational system which tend to develop or stifle the creative individual. Next looks at some of the factors influencing creativity in engineering design and their implications for the creative engineer. Concludes with a plea that industry recognize the importance of the creative designer and understand how to encourage and preserve that creativity.

Blakey, James T.
Author feels that all humans have the potential to create and that through a better understanding of how ideas are conceived, developed, and usefully applied, creativity can be encouraged.

Bouchard, Thomas J., Jr. and Melana Hare.
Conclusion reached in this study was that "group brainstorming, over a wide range of sizes, inhibits rather than facilitates creative-thinking, and pooled individual effort is a far more productive procedure than group effort."

de Bono, Edward.
Identifies four prime uses of creativity, points out two objections to the word and substitutes for it the term "lateral thinking." Enumerates circumstances in which "lateral thinking" is more appropriate than traditional thinking, and reminds us that mere data collection serves little purpose. One must glean ideas from the data to see it as information on which to base decisive action.

Dellas, Marie and Eugene L. Geier.
The present paper reviews creativity research within the cognitive and personological investigative orientations on five parameters of creativity as they affect the individual: (a) intellectual factors and "cognitive styles associated with creativity, (b) creativity as related/unrelated to intelligence, (c) personality aspects of creativity, (d) the potential creative, and (e) motivational characteristics associated with creativity."
List of references included.

Donaldson, William V.
The city government in Scottsdale, Arizona, has been revitalized by giving the employees an opportunity to participate in the city's problem solving and also to enlarge and improve their own skills. Many had good ideas about departments other than their own and many wanted to work in new areas.
Fostering Creativity and Innovative Behavior (Cont'd)

Dove, Grant A.
Emphasizes the importance of stated goals, strategies and tactics at all levels in an organization in order to encourage an environment that fosters the generation of ideas. Author describes such a system of organization (OST) at Texas Instruments, Inc. Paper from the National Industrial Conference Board discussion on systems in managing change.

Dykeman, Francis C.
Brief examples of creative thinking in the business world followed by a more generalized look at the process. It is suggested that the essential ingredients are "enthusiasm and confidence that problems can be solved, the ability to concentrate, the capacity to wonder and daydream a bit, and endless curiosity."

Ferguson, John.
When the problem won't go away ... try brainstorming. Personnel, vol. 15, no. 10, October 1970, pp. 36-38.
Provides a brief set of ground rules and five idea-stimulating techniques for leaders conducting brainstorming sessions.

Goldberg, Minerva J.
Bibliography of films related to teaching creativity shown at the Sixteenth Annual Creative Problem Solving Institute held at the State University College at Buffalo, New York, June 1970. Compiler feels that most films on creativity lack the essential element, i.e., creativity.

Hay, Raymond A.
Believes the management of change will be the crucial challenge in the years ahead and suggests encouraging and rewarding innovators, and organizing and managing to improve innovative approaches to social problems.

Jaques, Elliott.
Brings together papers which "deal with such apparently diverse matters as artistic creativity, industrial work, economics, psycho-analysis, law, groups, management, measurement and science." These topics are interrelated since "all work is creative and all creativity is work" and social justice creates the proper environment for both.

Laserson, Nina.
The office is an environmental disaster area: thinking ahead with Robert Propr. Innovation, no. 21, May 1971, pp. 20-29.
Discusses various studies, including that of Propr (Herman Miller Research Corporation, Ann Arbor), which point to office environment as a contributing factor to employees' creativity and job performance.
Miller, Ben.

Stresses the need for the executive to deal with the forces of change through innovation. "In effect, the manager needs to develop his capacity to manage the future just as effectively as he manages the present."

Partial contents: Conflicting pressures on innovation—implication for managers; Developing and implementing company innovations; Human problems of innovating.

Myers, Donald W.

Gives two reasons for the personnel officer favoring the suggestion system: (1) it provides him a chance to work with employee creativity and (2) a fresh look at problems of modern society is in order. Elaborates on the philosophy toward man and his creative abilities that the administrator should develop to guide an effective suggestion system.

Parnes, Sidney J.

Discusses qualities characterizing the creative person and methods for their enhancement.

Patrick, John F.

"Goals are suggested for management that would like to actively encourage creativity in its staff."

Prince, George M.

The theory is that built-in drawbacks to traditional meetings can be reduced or eliminated by the leader. The volume is concerned with helping the leader to bring out the best in group members and with assisting individuals to increase their ability to contribute.

Raudsepp, Eugene.

Among attributes of the ideal manager of creative personnel are a respect for individual differences, an understanding of the creative process, and abilities to communicate, to give credit, to assign responsibility, take risks, give recognition, and to insist on a flexible organization.

Rosslansky, John D., ed.

Contents: The creative process, by Jacob Bronowski; Creativity: a multi-faceted phenomenon, by Donald Mackinnon; Creativity in science, by Willard F. Libby; The creative university, by William Arrowsmith; Creativity to me, by Gordon Parks.

In this address before the American Institute of Chemical Engineers, the President of Sun Oil Company contends that the key to achieving productive growth lies in developing and utilizing the creativity of employees. He suggests four critical factors in achieving organizational enrichment and job enlargement—proper climate, meaningful jobs, suitable facilities, and management in terms of goal. He also calls for an organization that encourages experimentation and risk taking and assumes a broader responsibility for solutions to national economic and social problems.


"The dissertation examined the prognosis for the creative management of tomorrow's industrial organizations. It focused specifically on the possibility of instilling progressive motivation, eliminating 'other-directedness,' and establishing a climate of creative leadership."


"An experiment was conducted using two levels of creativity (determined by the Remote Associates Test scores), two response modes (constructed response and reading), and three repeated measures of achievement for material of varying technicality. ... Results for a total of 100 Ss indicated that, contrary to expectation, creative Ss learned more under all conditions and, as expected, that the constructed-response group achieved more on technical, but not on familiar, subject matter."


The study aimed to determine the characteristics of successful innovators. It also revealed that management itself may impede progress, that supervisory knowledge of technology is not of prime importance—project management or result-oriented system may be better than a control type.
Are employee suggestion programs feast or famine fringe benefits?

Raises the issue of whether or not it is appropriate to curtail suggestion programs in times of economic slowdown, treating them as an expendable "fringe." The National Association of Suggestion Systems opposes this view and offers statements of others who feel that suggestion programs should be maintained at a high level of activity at all times.

Barrett, F.D.

Article based on an address given at the International Conference of the National Association of Suggestion Systems. Dr. Barrett, head of Management Concepts Limited, comments on the involvement and participation concepts of the new morality. He advocates re-assessment of the suggestion system to keep pace with accelerating change, pointing out some innovations.

Beiswinger, G. L.

Suggestions should be promptly acknowledged and speedily processed. Author offers tips found helpful in keeping suggestion plans alive. Among these are publicity for winners, active promotion of the plan through contests, etc., and use of suggestion committees with rotating memberships.

Blackburn, Philip A.

Cites the seventies as a time when the suggestion system can make a major contribution to the success of an enterprise. Explains the reasons behind this thought.

Brengel, Dick.

List and photographs of those receiving the 1971 President's Award for Distinguished Federal Civilian Service.

Callaway, Cecil M.


Ten ways to improve incentives are given and selected company practices reported. Also includes suggestions on choosing employee gifts.

Dexter, John.

Subordinates' idea of 'ol improvement and cost control can be solicited by encouraging subordinates to plan projects themselves, by allowing influence of ideas to management, by allowing subordinates to plan projects, and by listening carefully to suggestions.
Using Incentive Awards (Cont'd)

Egbert, Wally.
The proof is in the pudding. Suggestion systems quarterly, vol. 27, Spring 1971, pp. 24-25.
A re-statement in outline form of the value of suggestion programs.

Foos, Charles.
Relates the human side of enterprise to an effective suggestion program which
Foos links to attitude, motivation, opportunity to be heard, as well as to
stability, individuality and recognition.

Green, John.
Paper raises the question of cash vs. merchandise awards
in suggestion programs. Green suggests that current thinking
about motivation calls for reevaluating past dependence on
cash.

Green, John.
How do you keep score? Suggestion systems quarterly. vol 26, Su-
mer 1970 pp. 4-6.
Lists records of a suggestion system program which must be main-
tained, those that should be kept, and those that are nice to have
Suggests seven forms or files necessary for acceptable accurate re-
cords.

Hampton, David R.
Contests have side effects too. California management review, vol. 12, no. 4, Summer 1970, pp. 86-94,
Does a contest do more for a company than it does to it? Results
of research on side effects of eight contests in eight companies
are reported. Behavioral side effects fell into three
classes: neglect, conflict and dishonesty. The three sources of these
side effects were defective design, defective implementation, and
employee values. The potential for harm in contests suggests that
they deserve more serious consideration as policy acts than they
have received.

Hart, Robert N.
Make it easy on yourself. Suggestions systems quarterly, vol. 27, Winter 1971,
pp. 4-6, 22.
Advises that all policies of suggestion system be given thorough considera-
tion when a program is established. Provides a checklist covering consideration
of eligibility, originality-proposal "under consideration," steps when a
suggestion is put into effect long after it was made and rejected, suggestions
in regard to new equipment, processes or procedures.
Hart, Robert N.
Considers the validity of time saving resulting from the application of suggestions. States that although there are instances when savings of time are worth little or nothing, in general the saved time can be put to use, and it is the responsibility of management and supervision to see that the employee's time is beneficially employed. Hart also counters the contention of some employees and supervisors that a suggestion to eliminate jobs or reduce the amount of work is reprehensible.

Hobby, Jack L.
Provocative gimmicks which constantly advertise the suggestion program can help make it a success.

Hoeckle, Guenther.
Suggestion systems in socialist countries--what is the real difference? Suggestion systems quarterly, vol. 27, Spring 1971, pp. 9, 27.
Explains the suggestion system in the USSR and its administration.

Hollar, John.
A technique known as Functional Analytical Systems Technique (FAST) is being "widely acclaimed as the single most effective tool in management planning and cost analysis." Hollar proposes ways FAST can be successfully applied to a suggestion systems program.

Report no. 1, Industry, by Wallace E. Wilson, Vice President, General Motors Corporation; Report no. 2, Government, by David O. Maxwell, Secretary of Administration and Budget Section, Commonwealth of Pennsylvania. Both observations provide insight into the characteristics of a good suggestion program.

Lawler, Edward E., III.
Author feels "pay is a unique incentive--unique because it is able to satisfy both the lower order physiological and security needs, and also higher needs such as esteem and recognition." Consideration is given to conditions under which pay is an effective incentive.

Levy, Robert.
The boom in bright ideas; more companies are cashing in on employee suggestions. Dun's, vol. 97, no. 5, May 1971, pp. 67-68, 70.
While not all companies favor suggestion systems, those that do are paying more for more good ideas than ever before. Examples of industry programs are given.
Using Incentive Awards (Cont'd)

Life Insurance Agency-Management Association.
(Research report 1971-7-File 640)

A survey of 135 life insurance companies provided data on their bonus payments and other rewards based on performance--both short- and long-term. Slightly more than three quarters of the companies were found to pay some kind of monetary bonus for superior performance.

Macaro, David.

An examination of the evidence concerning the effect of unearned income on incentives to work within the framework of a guaranteed minimum income. Selected chapters: Occupations of the poor; Motivation to work; Disability payments, Unemployment insurance, Work disincentives.

Myers, Donald W.

Proposes that a carefully managed suggestion system is an important part of promoting employee creativity and thus improving performance. Offers ten steps to a superior suggestion system. Study is based on a survey of the Atlanta Post Office.


A short history of the suggestion system program of the National Cash Register Company.

National Association of Suggestion Systems.

Oganovic, Nicholas J.

"In summary, Federal managers have the fundamental responsibility of creating and maintaining an environment in which all employees are motivated to work toward meeting organizational goals."

Recommends the use of the Incentive Awards Program to support management objectives.

Pizam, Abraham.

"The main postulate of this study is that industrial innovation as manifested in a suggestion system is a product of some personal characteristics that an individual possesses, which are constrained by some structural characteristics of the organization."


First in a series of articles on the "Planning, Procedural and Execution Phases of an Awards Program." Points out the benefits of a plan, how to develop it, sample objectives and reporting on the plan to management.
Using Incentive Awards (Cont'd)

Rating suggestions by value analysis. Management review, vol. 60, no. 6, June 1971, pp. 31-32.

Based on value engineering, the author lists four steps for developing ideas into innovative suggestions.

Condensed from The Pontiac Tempo, January/February 1971.

Sandell, Roland M.
Points out the importance of the manner in which an administrative manager handles employee suggestions. Suggests eight ways to stimulate ideas.

Scharf, Susan.
Description of the suggestion-complaint communication programs at two West Coast printing plants of T.W. Clement Company.

Schmitt, John W.
Points out that an effective suggestion system and an effective grievance procedure are both based on understanding, confidence, and cooperation between union and management. The effectiveness of both can be measured by the quantity and quality of the grievances and suggestions. Emphasizes the role unions can play in developing employee participation in suggestion system programs.

Stephenson, Herbert L.
The author's experiences with a suggestion system in a hospital confirm the advantages of the program but also point out the problems created by what he calls professional immunity.

U. S. Civil Service Commission.
What the program provides; How cash awards are figured; Hints on successful suggesting; Top performance pays off; The Supervisor's role.
Using Incentive Awards (Cont'd)

U.S. Civil Service Commission.
Government-wide results, highlights-1971, and statistical tables to top results through special achievements and of improvements through employee suggestions.

U. S. Civil Service Commission.
Contents: Opening remarks and fiscal year 1969 results; Reports of agency discussion groups; Planning for improved program operations; The key role of the incentive awards administrator.

U.S. Department of the Army.
Covers Army incentive awards program; Army suggestion plan; Use of the film "What's the big idea"; Honorary and performance awards; Case studies.

U.S. Department of the Treasury.

U.S. General Accounting Office.
Management of the suggestion award portion of the Incentive Awards Program; Department of the Army. Report to the Congress of the United States by the Comptroller General of the United States. Washington, 1969. 35 pp. (B-166-802)