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Herbert Thomas Charles Hynes

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ORGANIZATION

ABSTRACT

AN INVESTIGATION OF SOME MOTIVATIONAL FACTORS AMONG SUPERVISORS AND MANAGERS IN A LARGE COMPLEX ORGANIZATION

by

Herbert Thomas Charles Eyres

The purposes of the present study were to investigate the validity of a Maslow-type hierarchy of human needs in an organizational setting and to investigate the applicability of such a model of need satisfaction to the study of the correlates of job satisfaction. In order to determine the validity of such a model, and to construct a valid and reliable measure of the elements of job satisfaction, a questionnaire, consisting of 32 items relating to several facets of an organizational environment, was administered to two separate samples of Winnipeg businessmen who held supervisory or managerial positions. Factor analysis, principal components solution, was performed on the data, and on the basis of this analysis 18 items loading on four factors were selected for inclusion in a questionnaire to be used in an investigation of the correlates of job satisfaction. A comparison of means test performed on the satisfaction scores of the four factors indicated that the factors could be hierarchically arranged from bottom to top in the following manner: Esteem - Social, Autonomy, Self-actualization, and Achievement. Thus a hierarchical model of need satisfaction was found to be valid, although the model was not found to be exactly like that proposed by A. H. Maslow.

The investigation of the correlates of job satisfaction involved two separate samples of managerial personnel in large retail sales organizations.

The samples were subdivided by independent variables, and comparison of sample means tests indicated that the following variables significantly influenced at least some of the elements of job satisfaction: horizontal mobility, vertical mobility, number of supervisors, amount of intra-organizational communication, and age. Examinations of the correlations between the independent variables and the dependent variable indicated extremely complex interactions among the independent variables. Unfortunately, the sample sizes obtained in the present study were not large enough to permit adequate analysis of these interactions. It was suggested that extensive future research employing large samples and multivariate designs and data analysis techniques is required to assess adequately the variables that influence job satisfaction.

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PAGE

ABSTRACT 11

ACKNOWLEDGEMENTS 14

TABLE OF CONTENTS v

LIST OF TABLES 111

CHAPTER I - INTRODUCTION 1

 A Definition of Organizational Psychology 1

 Research Perspectives in Organizational Psychology 1

 A Review of the Literature 3

 Humanistic Theories of Organizational Behaviour 3

 A Definition of Job Satisfaction 6

 Factor Analytic Studies of Job Satisfaction 6

 Relationship Between Job Level and Job Satisfaction 7

 Relationship Between Income Level and Job Satisfaction .. 9

 Relationship Between Education Level and Satisfaction 10

 With Salary 10

 Relationship Between Vertical Mobility and Job Satisfaction 11

 The Herzberg Theory of Job Satisfaction 14

 Maslow's Hierarchical Model of Need Satisfaction 16

 Research Relating to Maslow's Model in an Organizational Environment 16

 Statement of the Problem and Purpose of the Present Study 21

27	CHAPTER II - METHOD
27	Part I - Construction of the Job Satisfaction Questionnaire
24	Measurement Instrument
24	Samples and Procedure
25	Results
27	Part II - Investigation of Job Satisfaction Correlates
27	Measurement Instrument
27	Samples and Procedure
31	CHAPTER III - RESULTS
31	Subdivisions of the Dependent Variable
32	Subdivisions of the Independent Variables
34	Results of the Primary Analysis - Comparison of Sample Means Tests
46	1. Results of the Secondary Analysis
54	CHAPTER IV - SUMMARY AND CONCLUSIONS
57	REFERENCES
63	APPENDIX A - Questionnaire Used in the Factorial Validation Study
68	APPENDIX B - Factor Loadings From One Orthogonal Rotation of the Combined Validation Samples
72	APPENDIX C - Questionnaire Used in the Job Satisfaction Study
90	APPENDIX D - Examples of Responses Given in Answer to the Question, "Describe as fully as possible your present job and the various activities that it entails."
92	APPENDIX E - Correlation Data From the Eaton's of Canada Sample

LIST OF TABLES

	PAGE
TABLE 1 Rotated Factor Loadings of the Selected 18 Job Satisfaction Items	27
TABLE 2 Differences Between Mean Job Satisfaction Scores for the Four Selected Factors	28
TABLE 3 Variables Influencing Job Dissatisfaction	35
TABLE 4 Variables Influencing the Esteem Need	36
TABLE 5 Variables Influencing the Autonomy Need	37
TABLE 6 Variables Influencing the Self-actualization Need	38
TABLE 7 Variables Influencing the Achievement Need	39
TABLE 8 Variables Influencing the Total Ideal Score	40
TABLE 9 Variables Influencing the Esteem and Autonomy Ideals	41
TABLE 10 Variables Influencing the Self-actualization Ideal	42
TABLE 11 Variables Influencing the Achievement Ideal	43
TABLE 12 Variables Influencing the Achievement Ideal	44
TABLE 13 Direction and Number of Significant Correlations Between Dependent and Independent Variables for Both the Unsubdivided Sample and Sample Categories for Eaton's of Canada	48