

Human Behavior and Industrial Safety

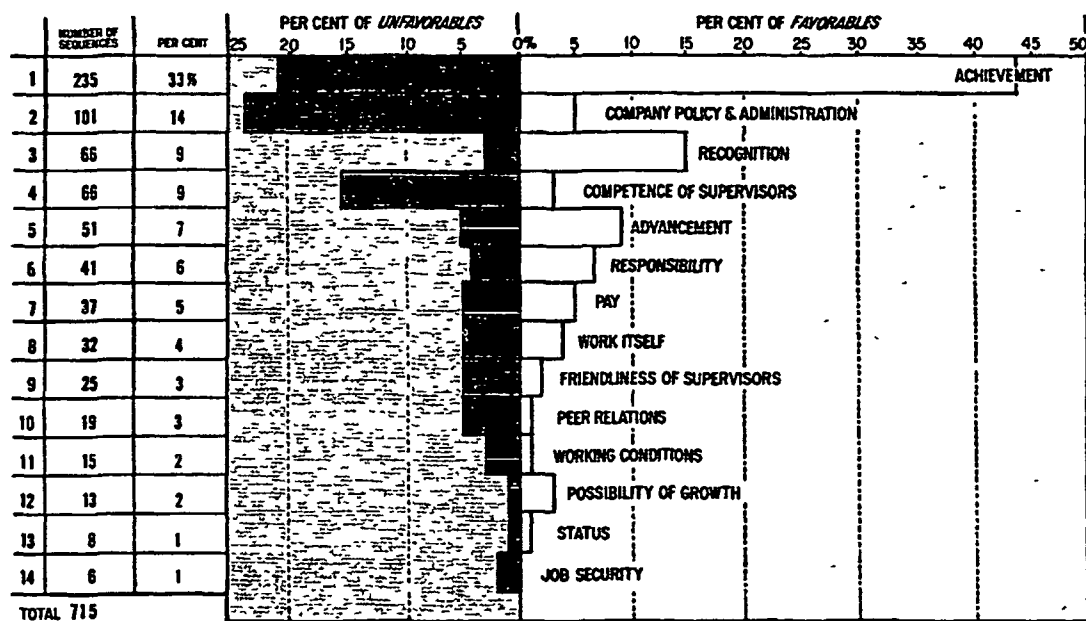


FIG 6-1 —Results of six-year survey show relative importance of actual events or circumstances leading to favorable or unfavorable feelings in "white collar" and "blue collar" jobs

Courtesy M. Scott Meyers, Harvard Business Review, Jan-Feb 1964

Even though a company may provide the "hygiene factors," they must also provide a task that has challenge, meaning, and significance. If an unchallenged man does not quit, he stays on—but with poor morale. That, says Herzberg, is the price a company pays for not motivating people.

Myers In another report, M. Scott Myers (see "References") presents the findings of a six year study. Myers studied the job motivators and job dissatisfiers of scientist, engineer, manufacturing supervisor, technician, and assembler. Fig 6-1 shows the intrinsic and extrinsic job factors and the percentage of cases that they were associated with favorable or unfavorable situations.

Achievement was the largest factor named. It accounted for 33 per cent total responses. About twice as many favorable responses were given as were unfavorable ones.

Conversely, company policy and supervisory competence were seen more often to be unfavorable than favorable job factors.

However, the table does not show us a breakdown by job classification.

Since most of the readers are most con-

cerned with motivating supervisors and hourly help, let us look in some detail at the results Myers obtained from these people.

Manufacturing supervisors—The largest motivators for the manufacturing supervisors were advancement, responsibility, and growth. This combination indicates a high orientation toward success through administration. Notice that pay was not indicated as a strong motivator but did show up as a fairly strong dissatisfier. This shows, therefore, that the way to reach a manufacturing supervisor with safety programming is not necessarily by increasing his pay but by promoting advancement, recognition and growth based upon his past safety record. This is not to say that money can not be used as an incentive. But it does mean that money *per se* will not be a strong motivator. Money, if it is to be used effectively, must be tied into recognition and advancement.

Hourly male technicians—The pattern of motivators and dissatisfiers that Myers found illustrate the needs of the semipro-