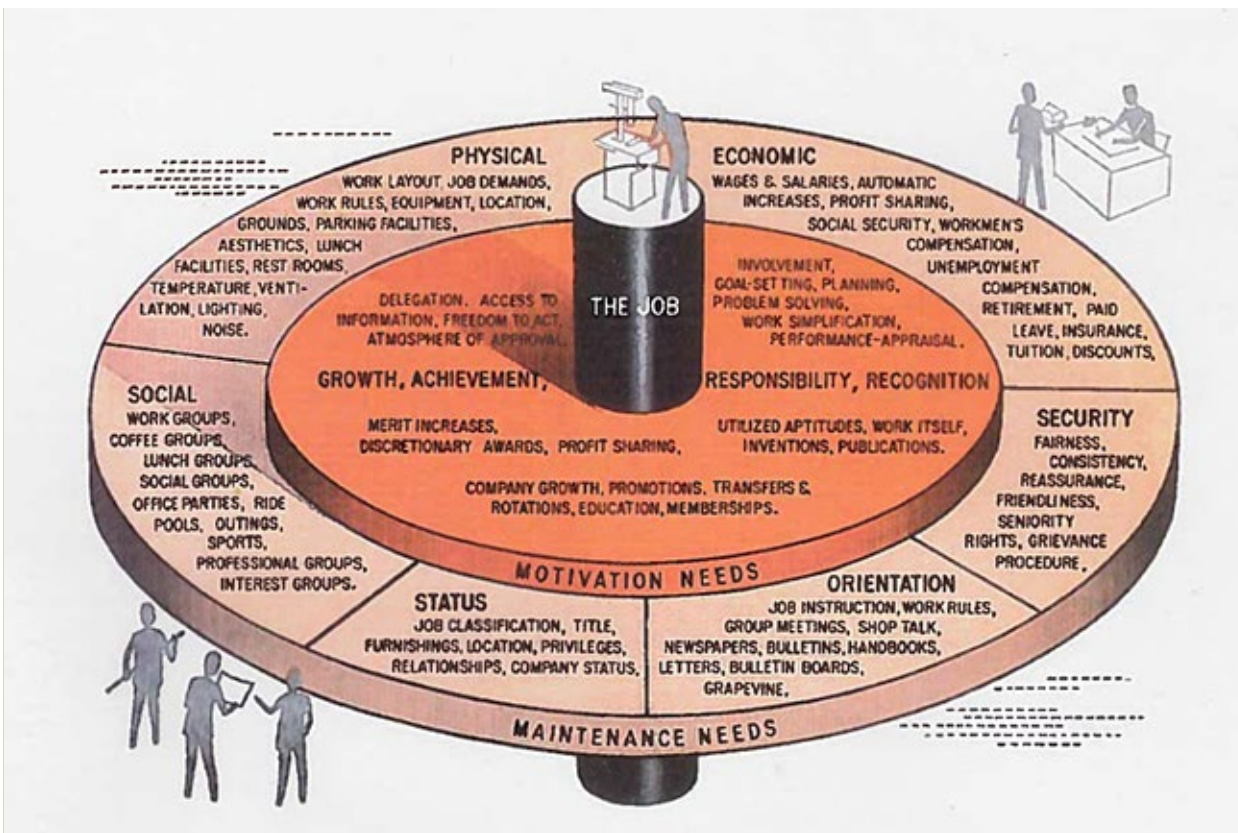## M. Scott Myers

M. Scott Myers was an illustrious scientist-practitioner of I-O psychology and a Fellow of both APA and SIOP. He is the namesake of SIOP's M. Scott Myers Award for Applied Research in the Workplace. Throughout his career, he focused on applying the scientific method to the workplace through applied personnel research (e.g., test validation, performance appraisal research and development). He pioneered major advances in cross-cultural testing, organization development, job enrichment, employee empowerment, self-directed work teams, job posting, attitude surveys, total quality management, the human side of just-in-time manufacturing, employee profit-sharing, collaborative union-management relations, and more. He is perhaps most well-known for his work at Texas Instruments, which was documented in his classic book, *Every Employee a Manager*. His work at Texas Instruments was recognized in cofounder and former President Patrick E. Haggerty's (1965) book, *Management Philosophies and Practices of Texas Instruments*. Much of the information on this page was donated by his wife Susan Myers.

Photographs of M. Scott Myers, his wife (Susan Myers), and colleagues of the 1964 Texas Christian University Management Seminar. (Photographs courtesy of Susan Myers.)

Myers is shown in one of the above photographs using a transparency projector. Below is a scanned photograph of one of the transparencies he used, which shows a diagram depicting a model for meaningful work.

A nice overview of M. Scott Myers' professional career is provided in an obituary written by Lance Seberhagen (1996) for *TIP*: https://archive.org/details/461_20231114/342/page/n49/mode/2up. Additional information is available in the written remarks that Susan Myers prepared for the SIOP 1997 meeting. This one-page resume, and a more detailed CV, document M. Scott Myers' professional accomplishments. Beginning in December 1954, Myers and his colleagues performed an extensive amount of research at the Personnel Management & Research Center in Iran, before that country's revolution in 1979. He worked in Iran for five years as American Co-Director and scientist-practitioner psychologist. At the conclusion of his work, the Shah of Iran awarded Myers with The Gold Medal of Cooperation.

Myers received his undergraduate and graduate degrees at Purdue University. While an undergraduate, he supported himself by working as a barber in the Student Union. He was the first barber to break the color barrier at Purdue by cutting hair for both African Americans and white. It was a courageous step for which he was later elected President of the Purdue Barbers' Union. His experiences led him to his topic for his Master's Thesis (*A technique for combining overlapping groups of ratees: establishing vocational criteria for evaluating barbers on this topic*), written in 1949. His graduate work was supervised by SIOP President Charles H. Lawshe and H. H. Remmers. You can view a paper Myers wrote in 1949 for a course taught by Remmers while in graduate school. Perhaps Myers' most well-known written work is his book, *Every Employee a Manager*, which describes the I-O psychology work he led at Texas Instruments.

SOCIETY FOR INDUSTRIAL AND ORGANIZATIONAL PSYCHOLOGY

SIOP Foundation Announcement
M. Scott Myers Award for Applied Research in the Workplace
Remarks by Susan S. Myers
12th Annual Conference — St. Louis, MO — April 13, 1997

This is a touching, gratifying moment for me.

It represents the culmination of months of great effort, thought, and thoughtfulness on the part of a number of people to honor the memory and life's work of my late husband, M. Scott Myers.

Scott was a multi-talented man who would have been successful in most any profession. But he had the good fortune to study industrial psychology under C.H. Lawshe at Purdue University, where he earned three degrees.

That was the beginning of his understanding that unleashing the potential of human beings in **any** workplace underlies the success of the organization and each of its members. He made that his life's work, and it is captured beautifully in the memorial article written by Lance Seberhagen for *TIP* last October.

Having been on his own since he was 13, Scott's achievements and impact on organizations around the world seem that much more remarkable. His articles and books were ahead of their time. When he wrote *Every Employee a Manager* in 1970, his editor at McGraw-Hill argued strenuously against the title. It's ironic that management practices today, teamwork, employee empowerment, and so on, that seemed so unlikely then, are almost commonplace in many of today's progressive organizations.

When Paul Thayer learned of Scott's death last May, he wrote me a wonderful letter in which he said some very complimentary things about Scott and noted that he knew that "being a pioneer wasn't easy."

That meant a lot to me, Paul, and I appreciated your letter more than you may know. But as modest as Scott was, I don't think he thought of himself as a pioneer so much as an innovator. Breakthroughs in workplace applications gave him enormous satisfaction and pride. So did his nomination and election to Fellowship in SIOP in 1994.

When I learned about the newly created SIOP Foundation last summer, it seemed only fitting to establish an award that would recognize — and give visibility to — practitioners who have conducted outstanding and innovative applied research in the workplace — in the best Scott Myers tradition.

My heartfelt thanks go to Lance Seberhagen, a good friend and colleague since our SMU/Texas Instruments days in the 1960's, for his tireless and generous efforts helping SIOP and me establish criteria for this distinguished award for practitioners.

I also thank Lee Hakel for her thoughtful and sensitive guidance, and Jim Farr, Irv Goldstein, members of the Awards Committee, and members of the Executive Committee, for working diligently with me to create the award this year.

Family, friends, colleagues, and clients have been most generous in remembering Scott through this award. I thank them too. Thanks to them, and to future contributions, outstanding workplace innovations will continue...and be recognized.

In closing, I would like to share with you two verses from Scott's final instructions to me.

If today I am not alive
my age must be one-thirty-five;
but if I did die,
do keep your eyes dry,
for much of me still does survive.

To the world that I'm leaving behind
I bequeath all the yield of my mind.
My books and my verse,
for better or worse,
offer hope for all humankind.

Thank you all for being here today.

M. Scott Myers, Ph.D.

Director, Center for Applied Management. Research and consultation services to business and public organizations. (1973 -) Member of American Psychological Association, Association for Manufacturing Excellence, American Production & Inventory Control Society, Institute of Industrial Engineers, Improvement Institute.

President, **Choctaw Enterprises, Inc.** Land development. (1991 -)

Organization Development Consultant, **Texas Instruments.** (1971 - 73)

Visiting Professor of Organizational Psychology and Management, **M.I.T. Sloan School of Management.** (1969 - 71)

Management Research Consultant, **Texas Instruments.** Research and application in job enrichment, motivation, obsolescence, compensation, attitude surveys. (1959 - 69)

Training Advisor for **Governmental Affairs Institute**, Washington, D.C., **Tehran, Iran.** (1957 - 59)

Associate Professor of Public Administration (**USC**) at **University of Tehran**, and Director of **Personnel Management & Research Center.** (1954 - 57)

Supervisor, Personnel Planning, **Hughes Aircraft Company**, Culver City, California. (1951 - 54)

Research Technician, graduate student, Instructor of Psychology, **Purdue University.** B.S. 1948, M.S. 1949, Ph.D. 1951.

PUBLICATIONS:

Eight Kinds of Waste, *Production & Inventory Management Journal*, 2nd Quarter, 1993.
Suggestion Systems That Work, *Target*, Vol. 9, No. 2, March/April, 1993.
The American Turnaround, *Production & Inventory Management Journal*, 3rd Quarter, 1992.
Who was Allan Mogensen?, (with Jim Denyes & Ben Graham) *Target*, Vol. 7, No. 4, Fall, 1991.
HRM's Role in Implementing JIT, *Commentary*, National University of Singapore, August, 1991.
Rethinking Your Reward Systems, *Target*, (AME) Special Issue, 1991, Vol. 7, No. 3.
Every Employee A Manager (3rd edition) Pfeiffer & Company, San Diego, 1991.
The People of Milliken, *Target*, (AME) Fall 1990, Vol. 6, No. 3.
Getting Started -- and Keeping Going -- with JIT, *Australian Director*, February/March 1989
    (co-author Richard Schonberger).
Let JIT Mend Your Split Culture, *Industrial Management*, March-April 1988.
Don't Let JIT Become a North American Quick-Fix, *Business Quarterly*, Spring, 1987.
Every Employee a JIT Manager, *Target*, (AME) Spring 1987.
Developing a Common Data Base for Management and Labor, *Business Quarterly*, Winter, 1983
    (co-author Susan S. Myers).
Managing With Unions, Addison-Wesley, Reading, Massachusetts, 1978.
Managing Without Unions, Addison-Wesley, 1976.
Managerial Values for Working, (co-author) *AMA Survey Report*, New York, 1975.
A Framework for Measuring Human Assets, *California Management Review*, Summer, 1974
    (co-author Vincent S. Flowers).
Toward Understanding the New Work Ethic, *California Management Review*, Spring, 1974
    (co-author Susan S. Myers).
Adapting to the New Work Ethic, *Business Quarterly*, Winter, 1973 (co-author Susan S. Myers)
The Human Factor in Management Systems, *California Management Review*, Fall, 1971.
Overcoming Union Opposition to Job Enrichment, *Harvard Business Review*, May-June, 1971.
Making Human Resources Productive, BNA film, 1970.
Every Employee A Manager, *California Management Review*, Spring, 1968.
How Attitude Surveys Can Help You Manage, *Training & Development Journal*, October, 1967.
Breakthrough in On-the-Job Training, *Harvard Business Review*, July-August, 1966 (co-author
    Earl Gomersall).
Conditions for Manager Motivation, *Harvard Business Review*, Jan-Feb, 1966.
Who Are Your Motivated Workers?, *Harvard Business Review*, Jan-Feb, 1964.

Curriculum Vitae

M. Scott Myers

249 Yacht Club Drive, NE
Fort Walton Beach, FL 32548
(904) 664-5666, Fax 664-5667

Memberships

American Psychological Association, A(51), M(58), F(94).
Division 14, M(58); SIOP, M(84), F(94).
Sigma Xi -- Research Honorary, 1950, Purdue University.
Association for Manufacturing Excellence, M(86).
Editorial Board, *Target*, AME journal, (88 -).
American Production & Inventory Control Society, M(86).
Institute of Industrial Engineers, Senior M(86).
Thomas Jefferson Institute, Advisor(81).
Tau Kappa Epsilon, National Social Fraternity, M(46).
Economic Development Council, Okaloosa County, M(91).
Okaloosa Quality Institute, Advisor(92).
Fort Walton Beach Chamber of Commerce, M(90).
Great Books Reading & Discussion Group, M(90).

(1973 -   ) **Director, Center for Applied Management** - Dallas, Coral Gables, Santa Barbara, Fort Walton Beach.

The Center is a partnership with Susan S. Myers [APA, A(71); SIOP, M(84)], providing research and consultation services to organizations in the public and private sectors. The main mission of the Center is to improve productivity by converting adversarial relationships into collaborative effort by uniting all levels and functions through joint problem-solving, conflict resolution, and goal setting endeavors. In addition, the Center conducts public seminars throughout the world -- in addition to the U.S.A, countries served include Singapore, Malaysia, Indonesia, Australia, Iran, Italy, France, Germany, Denmark, Norway, Sweden, Austria, Brazil, Venezuela, Mexico, Canada, South Africa, Great Britain, Colombia, Luxembourg, Curacao, Saint Martin, San Juan - PR, and Nassau.

(1991-) President, Choctaw Enterprises, Inc.
Choctaw Enterprises manages land development - primarily
in Walton County, Florida; and through a division, Choctaw
Publishing, writes, edits and publishes books on management
and other educational topics.

(1980-91) President, Sunshine Water Corporation, Santa
Barbara, California.
A private water company incorporated in Delaware to provide
water to parcels not accessible to municipal water supply.
Supervised drilling of five wells, construction of four 20,000-
gallon water storage tanks and installation of approximately
two miles of underground waterlines and user water meters.

**(1971-73) Organization Development (OD) Consultant, Texas
Instruments Inc.**
Served as liaison between operations and top management in
furthering company-wide human resource development
through managerial counselling and leadership training.

**(1969-71) Visiting Professor of Organizational Psychology
and Management, MIT Sloan School of Management.**
Instruction in human resource management for two-year
Master's program for Sloan Fellows, and instruction and
counselling of undergraduate students of management.

(1966-67) President, Dallas Psychological Association.
Elected to one-year term to lead monthly meetings of approx-
imately 40 members of the Association.

(1965-66) Director, Dallas Child Guidance Clinic.
Represented Texas Instruments (community's largest employ-
er) as board member of Clinic. Participated in monthly board
meetings.

(1959-69) Management Research Consultant, Texas Instruments.

In-house facilitator of personnel research and human resource development with breakthrough applications of motivation theory, job enrichment, reward systems, attitude surveys, and leadership. During this assignment our research led to significant breakthoughs in motivation and learning practices in business organizations. The Maslow hierarchy of needs was translated into media understandable to supervisors and a model for job erichment was created to empower employees with the opportunity to participate in planning, measuring, evaluating, and correcting their work, in addition to the traditional routine performance customarily expected of workers. TI pioneered in self-managed work teams in which assemblers learned the skills of methods improvement and met independently of their supervisor to solve problems and set goals. On-the-job training was enhanced by training operators to become the trainers, not only for other operators, but also for training their own new supervisors. Conditions for manager motivation were defined in terms of management systems that served to give managers autonomy while simultaneously creating incentives for them to develop synergistic relationships with other managers. The implementation of these systems proved to be rich sources for leadership development.

(1957-59) Training Advisor, Governmental Affairs Institute, Washington, D.C., (in Tehran, Iran).

Coordinated the translation of American and European texts into the Persian language. Surveyed the learning resources available throughout Iran and published a compendium of national facilities available for academic and vocational training. Provided guidance for training indigenous people in the operation and maintenance of facilities for sewer and water systems, power plants and other requirements for community development. Studied the successful British-sponsored vocational training program for illiterates in Kuwait as a model for preparing similar programs in Iran. Analyzed the Iranian/foreign advisor relationship as a basis for giving indigenous personnel greater ownership of and commitment to change processes.

(1954-57) Associate Professor of Public Administration, University of Southern California.

Lectured through interpreters at the University of Tehran on the subject of personnel management and published a selection of papers in the Persian language.

Directed the Personnel Management & Research Center in Tehran for the pupose of developing mental measurement instruments for the Persian culture. Gave psychometric instruction to a staff of 12 and guided their successful development, refinement, and validation of tests for Iran. Conducted a nationwide survey of aptitudes on the borders of Iraq, Turkey, USSR, Afghanistan, and Pakistan for the purpose of standardizing culture-free tests for the country. Supervised the application of psychological tests of capacity, achievement, interest, and temperament in the selection and placement of candidates for various occupational groups. Iranian psychometricians achieved level of expertise acceptable by standards of the American Psychological Association.

Recipient of the Gold Medal for Cooperation from the Shah of Iran for my contribution to educational advancement in Iran.

(1952-54) Instructor, Los Angeles State College.

While employed by Hughes, taught extended day courses in personnel management to practitioners in the Los Angeles area.

(1951-54) Supervisor, Personnel Planning, Hughes Aircraft Company, Culver City, California.

Directed personnel research and validated tests for the selection, placement, and guidance of company personnel. Developed and installed a performance review system as a basis for joint goal-setting. Developed and installed a company-wide employee suggestion system.

Supervised the corps of six personnel counselors deployed throughout two geographical sites on all shifts.

Compiled personnel statistics and prepared reports analyzing trends, staffing requirements and forecasts.

(1949-51) Research Technician, Division of Educational Reference, Purdue University.
Half-time appointment under the direction of H. H. Remmers, to conduct and analyze national opinion polls, administer tests to students, and conduct research on the aims of education.

(1950-51) Instructor of Psychology, Psychology Department, Purdue University (half-time appointment).
Taught introductory courses in psychology to undergraduate students. Graded papers and assigned final grades.

(1948-51) Graduate student in industrial psychology, Purdue University.
H. H. Remmers, major professor for Ph.D.: *Religious orientation as related to n variables.* Ph.D. 1951.
C. H. Lawshe, major professor for Master of Science degree: *Combining overlapping groups of ratees.* M.S. 1949.

(1947-48) President of Local 86 Barbers Union, Lafayette, Indiana.
Worked as part-time barber to finance college expenses -- licensed barber in the states of Washington and Indiana.

(1946-47) Private and officer candidate in the Army of the United States.
Conscripted into the armed forces toward the close of World War II; released to return to college upon demobilization of armed forces.

(1942-48) Undergraduate in Purdue School of Science.
Except for period in Army, attended Purdue in School of Science. B.S. 1948.

(1941-42) Undergraduate in Indiana Technical College, Fort Wayne, Indiana.
Enrolled in aeronautical engineering curriculum, winning Caswell Award for excellence in draftsmanship.

(1940-41) Licensed barber, taxi driver, commercial fisherman, rod & chainman with field engineers.
Miscellaneous jobs in preparation for and while attending college. Totally self-supporting through college.

(1922-40) Birthdate January 13, 1922; graduated from Bellingham, WA high school 1940.

Publications:

Myers, M. Scott & Howard, Jennifer, *Countering Sexual Harassment,* Choctaw Publishing, March 1995.

Myers, M. Scott, *Rhymes of the Ancient Manager,* (pp. 192, rhymes and cartoons) Choctaw Publishing, May 1994.

_____, "Eight Kinds of Waste," *Production & Inventory Management Journal*, 2nd Quarter, 1993.

_____, "Suggestion Systems That Work," *Target*, Vol. 9, No. 2, March/April, 1993.

_____, "The American Turnaround," *Production & Inventory Management Journal*, 3rd Quarter, 1992.

_____, Jim Denyes & Ben Graham, "Who was Allan Mogensen?" *Target*, Vol. 7, No. 4, Fall, 1991.

_____, "HRM's Role in Implementing JIT," *Commentary*, National University of Singapore, August, 1991.

_____, "Rethinking Your Reward Systems," *Target*, (AME) Special Issue, 1991, Vol. 7, No. 3.

_____, *Every Employee A Manager* (3rd edition), Pfeiffer & Company, San Diego, 1991.

_____, "The People of Milliken", *Target*, (AME) Fall 1990, Vol. 6, No. 3.

_____ and Richard J. Schonberger, "Getting Started -- and Keeping Going -- with JIT," *Australian Director*, February/March 1989.

_____, "Let JIT Mend Your Split Culture," *Industrial Management*, March-April 1988.

_____, "Don't Let JIT Become a North American Quick-Fix," *Business Quarterly*, Spring, 1987.

_____, "Every Employee a JIT Manager," *Target*, (AME) Spring 1987.

_____ and Susan S. Myers, "Developing a Common Data Base for Management and Labor," *Business Quarterly*, Winter, 1983.

_____, *Every Employee A Manager* (2nd edition), McGraw-Hill, New York, 1981.

_____, *Managing With Unions*, Addison-Wesley, Reading, Massachusetts, 1978.

_____, *Managing Without Unions*, Addison-Wesley, 1976.

_____, Susan S. Myers, Charles H. Hughes and Vincent S. Flowers, *Managerial Values for Working*, AMA Survey Report, New York, 1975.

_____ and Vincent S. Flowers, "A Framework for Measuring Human Assets," *California Management Review*, Summer, 1974

_____ and Susan S. Myers, "Toward Understanding the New Work Ethic," *California Management Review*, Spring, 1974

_____ and Susan S. Myers, "Adapting to the New Work Ethic," *Business Quarterly*, Winter, 1973.

_____, "The Human Factor in Management Systems," *California Management Review*, Fall, 1971.

_____, "Overcoming Union Opposition to Job Enrichment," *Harvard Business Review*, May-June, 1971.

_____, *Every Employee A Manager* (1st edition), McGraw-Hill, New York, 1970.

_____, *Making Human Resources Productive*, BNA film, 1970.

_____, "Every Employee A Manager," *California Management Review*, Spring, 1968.

_____, "How Attitude Surveys Can Help You Manage," *Training & Development Journal*, October, 1967.

_____ and Earl Gomersall, "Breakthrough in On-the-Job Training," *Harvard Business Review*, July-August, 1966.

_____, "Conditions for Manager Motivation," *Harvard Business Review*, Jan-Feb, 1966.

_____, "Who Are Your Motivated Workers?," *Harvard Business Review*, Jan-Feb, 1964.

Clients Served, 1967 - 93

Colleges and Universities Sponsoring Leadership and Management Programs

Albion College (2)
Boston University, College of Business Administration
Canadian Forces School of Management (7)
College of Charleston
College of St. Thomas, St. Paul
Columbia University - Acapulco, Mexico
Columbia University - Arden House (10)
Columbia University - Harrison House (2)
Cornell University (3)
Dartmouth University, Amos Tuck

Defiance College, Defiance, OH
Edmonds College, Everett, WA
George Williams University, Montreal
Gonzaga University, Spokane
Harding College, Searcy, Arkansas
Lake Forest College
Louisiana State University
McGill University, Montreal
Melbourne University, Melbourne, Australia
Michigan State University
Mount Royal College, Calgary
North Carolina State University (3)
Oakland University
Oklahoma State University (2)
Oral Roberts University (2)
Pepperdine University, Los Angeles
Purdue University - Fort Wayne
Richland College
San Diego State University (4)
Southern Illinois University
Southern Methodist University, Dallas (2)
Technical Institute of Monterrey, Mexico
Texas A & M (2)
Texas Christian University, Fort Worth (4)
Tulane University
University of Alabama
University of Arizona
University of Dayton
University of Florida
University of Houston
University of Maine
University of Michigan (7)
University of Northern Ontario, Cambridge
University of Richmond (13)
University of Rolla
University of South Carolina (3)
University of Texas, Dallas
University of Vermont, Burlington
University of Victoria
University of Waterloo
University of Western Ontario, Stratford
University of Wisconsin (4)
Vanderbilt University, Nashville
Vanier College, Montreal
Wayne State University (3)
Xavier University, Cincinnati
York University (3)

Public Seminars Conducted by the Center for Applied Management

Consultants Forum, Miami
Labor Relations Seminar (3-day), Baltimore
Labor Relations Seminar (3-day), Berkeley
Labor Relations Seminar (2-day), Calgary
Labor Relations Seminar (3-day), Captiva, FL
Labor Relations Seminar (3-day), Chicago (5)
Labor Relations Seminar (3-day), Denver
Labor Relations Seminar (2-day), Edmonton
Labor Relations Seminar (3-day), Los Angeles
Labor Relations Seminar (3-day), Miami (4)
Labor Relations Seminar (3-day), Grand Rapids
Labor Relations Seminar (3-day), Philadephia
Labor Relations Seminar (2-day), Regina
Labor Relations Seminar (2-day), San Antonio (2)
Labor Relations Seminar (2-day), Winnipeg
O. D. Seminar (3-day), Atlanta (3)
O. D. Seminar (3-day), Banff
O. D. Seminar (3-day), Boston
O. D. Seminar (3-day), Calgary
O. D. Seminar (3-day), Chicago (7)
O. D. Seminar (3-day), Dallas (7)
O. D. Seminar (3-day), Fort Myers
O. D. Seminar (3-day), Halifax
O. D. Seminar (3-day), Houston
O. D. Seminar (3-day), Key Biscayne
O. D. Seminar (3-day), Los Angeles
O. D. Seminar (2-day), Mexico City (2)
O. D. Seminar (3-day), Miami
O. D. Seminar (3-day), New Orleans
O. D. Seminar (3-day), Niles, OH
O. D. Seminar (3-day), Omaha
O. D. Seminar (2-day), Ottumwa, IA
O. D. Seminar (3-day), Philadelphia
O. D. Seminar (2-day), Red Deer
O. D. Seminar (3-day), Toronto (2)
O. D. Seminar (3-day), San Juan Puerto Rico
O. D. Seminar (2-day), Santa Barbara
O. D. Seminar (2-day), Saskatoon
O. D. Seminar (2-day), Vicksburg

Presentations to Professional Societies

AIIE, Cincinnati
AIIE, Louisville
AIIE, San Antonio
AIIE, Toledo
AIIE, Toronto
AIM, Boston
AME, Louisville
American Compensation Association
American Management Association, NY
APA - Division 14 Workshop
APICS, Pensacola (2)
APICS, Santa Barbara
APICS International Convention, Montreal
ASM, San Diego
ASM, San Francisco
ASME, Stanford
ASPA, Dallas
ASPA, St. Louis
Associated Merchandizing Corporation, NY
Association of Electrical Contractors, Marcos Island
ASTD, Atlanta (2)
ASTD, Dallas
ASTD, Houston
ASTD, Milwaukee
ASTD, Omaha
ASTD, Portland
ASTD, San Francisco
ASTD, Seattle
Atlantic Region Management Conference
Australian Paper Makers Association, Melbourne (2)
Belleville Personnel Association
Biloxi Personnel Conference
Birmingham Personnel Association
Book Binders Association
Breweres & Beverages Packaging Association
British Columbia Forest Products, Victoria
Building Industries of America, Scottsdale
Calgary Personnel Association
Canadian Industrial Management Association, Toronto
Canadian Industries Association, Halifax
Canadian Industries Association, London, Ont.
Canadian Industries Association, Montreal
Canadian Industries Association, Toronto
Canadian Industries Association, Winnipeg
Canadian Paper Association, Vancouver
Caracas Management Association (Venezuela)

Cass County Electric Cooperative
Central Massachusetts Employers Association
Chartered Accountants of Canada, Sault St. Marie
Chicago C. U. Managers
Chicago Personnel Association
Chicago Personnel Association
Cincinnati Personnel Association
Civil Service Commission, Dallas
DACIE, Copenhagen
Danish Management Association, Copenhagen
Department of Personnel, Springfield
Economic Development Council, Fort Walton Beach
Edison Electric Institute, Hershey (3)
Edison Electric Institute, San Francisco
Edmonton Personnel Association (2)
Forest Products Safety Association, Toronto
Foremens Club of Dayton
Gulf States Industry Council, Biloxi
Hawaiian Employers Council, Honolulu (4)
Hawaiian Employers Council, Wailea
IIE, Green Bay
IIE Convention, Rochester, NY
IIE Seminar, Melbourne, Australia
Illinois State Department of Personnel, Springfield
Illinois State Personnel Association
Industrial Relations Asssociation, Chicago
Industrial Relations Club of St. Louis
International Communications Conference, New Orleans
International Congress of Psychology (XVIII), Moscow
Investment Bankers Association
Iran Management Association, Gach Sar, Iran (2)
Iranian Management Association, Tehran
IRMA, Kelowna, BC
IRMA, Prince George
IRMA, Vancouver
Iron Founders Society
Kankakee Personnel Association
Kansas City Personnel Association
Management Institute of San Francisco
Management Systems Conference, Vancouver
Manufacturing Association of Greensboro
MBO International Congress, Bowling Green
Merchants and Manufacturers Association, Palm Springs
Midwest Roundtable, Dallas
Milwaukee Employers Association (2)
Montreal Personnel Association (3)
Mountain States Employers Council, Denver (8)
NASCP, Vancouver

National Association of Furniture Manufacturers
National Foundries Association
National Restaurant Association, Chicago
National Screw Machine Products Association
NAWGA, Chicago
NAWGA, Washington, DC
NDMF, South Africa
New England Personnel Association
Newspaper Personnel Relations Association, Miami
NMA, Portland
Personnel Association of Edmonton
Personnel Association of Toronto (3)
Philadephia Chamber of Commerce
PIRA, Palm Springs
PIRA, Philadelphia
Printers Association, Greenbrier
Printing Industries of America (2)
Public Personnel Association, Ottawa
Regina Personnel Association (2)
St. Louis Personnel Association
Salzburg Seminar, Austria
San Francisco Management Association
Sarnia Personnel Association
Saskatchewan Deputy Ministers, Regina
Saskatoon Personnel Association (2)
South Africa Personnel Association, Johannesburg
Southern California Purchasing Association, Los Angeles
Southern Furniture Association, Durham
Southern Manufacturing Association, Roanoke
Springfield Personnel Association
Suncoast Management Institute, St. Petersburg
Toledo Personnel Association
Toronto Personnel Association
Tulsa Audit Supervisors
Tulsa Personnel Association
Twin Cities Managment Association
Twin Cities Personnel Association
U. S. Army Personnel Executives
Vancouver Personnel Association (2)
Washington DC Personnel Association
Waukegan Personnel Association
Western Pension Conference
Williamsburg Personnel Association
Winnipeg Personnel Association (2)
Wolverine Management Club

Client Organizations

A D Little, Boston
Abbott Labs, Chicago
ACI, Melbourne, Australia
AEQC, Moline
Aetna, Hartford (2)
Aetna, Wakefield, MA
Aetna Insurance, Northampton, MA
Agricultural Extension Service, TX
Agriculture Extension Service, Gainsville, FL
Agriculture Extension Service, Knoxville, TN
Agriculture Extension Workers, Wash. DC
Air Canada
Alcoa, Atlanta
Alcoa, Bethany, WV
Alcoa, Davenport
Alcoa, Knoxville
Alcoa, Lafayette
Alcoa, Lafayette
Alcoa, Memphis (4)
Alcoa, Pittsburg
Aluminum Co. of Canada (2)
AMC, Houston
AMCOR, Coffs Harbour, Australia
American Cyanamid, Stamford
American Enka, Lowland, TN
American Enka, Enka, NC
American Micro Systems, Watsonville, CA
American Paper Institute
American Synthetic Rubber Co.
Anglo-American Oil, Johsannesburg
APM, Melbourne, Australia
Arapaho Chemical Co., Denver
Asia Pacific Research, Kuala Lumpur
Asia Pacific Research, Singapore
AT&T, Virginia Beach
Australian Post Office, Melbourne
Automatic Data Processing, St. Martin
Barber-Green, Dekalb
Batelle Institute, Seattle
Baxter Labs, Miami
Bell Labs, Princeton
Bethany, Pittsburg (2)
Board of Governors, Federal Reserve System, Wash. DC
Boeing, Seattle
Borg-Warner, Chicago (3)
British Columbia Telephone, Victoria (2)

Broadway Department Stores, Los Angeles
Broken Hills Proprietary Co., Melbourne, Australia
Bureau of National Affairs
C & P Telephone Co., Virginia Beach
C.H. Hurd, Buffalo
Calgary Suncor, Lake Louise
Canada Post Office, Ottawa (3)
Canada Steamship Line, Montreal
Canadair
Canadian Industries, Ltd.
Caperton, San Antonio
CARA, Toronto
Caterpillar Tractor, Peoria
Central Bank, Denver (8)
Central Telephone of NW, Seattle
Cessna Aircraft, Wichita (2)
CGT, Cambridge, Ont. (12)
CGT, Oakville (2)
CGT, Toronto (2)
Chevrolet Academy, Detroit
Chevrolet Motor Co.
Chicago Credit Union Managers
Chicago Urban Research Corporation
City of Calgary
City of Edmonton
City of Edmonton Personnel Department
CMC, Omaha
CMI Corporation, Oklahoma City
Collegedale, Chatanooga (2)
Collins Radio, Cedar Rapids
COMINCO, Trail, BC
Commercial Shearing, Youngstown
Connecticut Mutual Insurance Co.
Consumers Power, Michigan
Continental Can
Control Data, Minneapolis (4)
Control Data, St. Paul
Coors Brewery, Golden, CO
Copenhagen Management Conference (Denmark)
Cordis Dow, Columbus, OH
Cordis Dow, Miami (2)
Coulter Corporation, Miami
D.W. Archer, Kankakee
Dalaba Conference, Los Angeles
Dalaba Conference, San Diego
Dalaba Conference, San Francisco (2)
Dallas Power & Light
Dalton Carpet Company

Dana Corporation, Cleveland
Danville Board of Education
Dart, Kansas City (2)
Denison Mines, Calgary
Denison Mines, Elliot Lake, Ont.
Denison Mines, Flin Flon, Manitoba
Denison Mines, Saskatchewan
Denison Mines, Winnipeg
Denver Bank
Diamond Alkali
Doctors Hospital, Little Rock
Dominion Stores, Ltd., Toronto
Domtar, Montreal
Donnelly, Willard, OH
Dow - Sarnia
Dow Chemical Co. (2)
Dow Leadership Conference
Dow-Corning
Dravo Corporation, Pittsburg
Dupont, Augusta, GA
Dupont, Camden, NJ (2)
Dupont, Chatanooga
Dupont, Kingston, NC
Dupont, Nashville
Dupont, Philadelphia
Dupont, Richmond, VA
Dupont, Savannah
Dupont, Wilmington (2)
Dupont of Canada
Eastern Airlines, Miami (3)
Eastman Kodak, Atlanta (2)
Eastman Kodak, Dallas (2)
Eastman Kodak, London, England (2)
Eastman Kodak, Madrid
Eastman Kodak, New York, NY (2)
Eastman Kodak, Oakbrook (4)
Eastman Kodak, Paris
Eastman Kodak, Rochester (10)
Eastman Kodak, San Francisco (2)
Eastman Kodak, Stuttgart
EAstman Kodak, Washington DC (2)
Eastman Kodak, Whittier (2)
Eaton Corporation, Glasgow, KY
Edmonton Personnel Department
Egelund Seminar, Copenhagen
Esso Corporation, Houston
Everson Electric, Bethlehem
Excello, Boyne Falls

Excello, Detroit
Exxon, Barranquila, Colombia (4)
Exxon, Glen Cove, NY (2)
Exxon, Harrison House (2)
Exxon, Lake Zurich, MN
Exxon, Newark (2)
Exxon, Skytop, PA
Exxon - QYX, Lionville, PA (8)
Exxon Refinery, Benicia (3)
F & M Bank, Richmond
FAA, Fort Worth
Factory Seminar, El Paso
Fairway Farms, San Augustine
Flexonics - UOP, Chicago
Florida Power & Light, Miami (18)
Fluor Corporation, Calgary
FMC, Boston
FMC, Fredericksburg
Ford Metal Stamping Division, Detroit
Ford Motor Company, Detroit (3)
Ford Motor Company, Mexico City
Fred Swartz Seminar, Minneapolis (5)
Fred Swartz Seminar, San Juan PR
Fred Swartz Seminar, Santa Clara
Frederick Atkins Stores, NY
Friendly Ice Cream, Wilbraham, MA
FS Services
GAF, Freeport
GAF Corporation
GE Advisory Panel, Boston
Gellerman-Kay Seminar
General Cable, NY
General Motors Institute
General Motors Parts, Ann Arbor (2)
Georgia Kraft, Macon, GA
Georgia Kraft, Mahrt, AL
Georgia Kraft, Rome, GA
Globe Union
GM Tech Center
Good Samaritan Hospital
Goodbody & Co.
Goodyear, Akron (5)
Goodyear, Apple Grove, WV (4)
Goodyear, Beaumont
Goodyear, Columbus
Goodyear, Gadsden (4)
Goodyear, Lawton, OK (2)
Goodyear, Luxembourg

McCord Corporation, Detroit
McCord Corporation, Dover, NH
McCord Corporation, Wauseon, OH
McGraw Edison, Phoenix
Mead Corporation, Dayton
Mead Corporation, Tampa
Mead Johnson
Metropolitan Life, Harrison House (3)
Metropolitan Life, Princeton (2)
MICAD Telephone, Brockville
Milwaukee Executive Conference
Minneapolis Chamber of Commerce
MIT Management Conference, Cambridge
Mitchell Engineering, Columbus, MS
Mitchell Engineering, Mt. Pleasant, IA
MMM, Minneapolis (2)
Mogensen Work Simplification Conf., Lake Placid, NY (4)
Mogensen Work Simplification Conf., Sea Island, GA (22)
Molsons Brewery, Banff (2)
Molsons Brewery, Calgary (2)
Molsons Brewery, Ottawa
Molsons Brewery, Toronto
Molsons Brewery, Vancouver
Monsanto, St. Louis
Montgomery Ward, Chicago (2)
Motor Wheel, Lansing (2)
Moviegifts, Fort Walton Beach
MRDI, Denver
MRDI, Wichita (6)
Multi-Co. Conf., Minneapolis
N.L. Industries, Lake Placid
NASA, Houston
Nash-Finch Co., Duluth
National 4-H Foundation
Nationwide Insurance Co. (2)
New Brunswick Telephone Co., St. Johns
New York Bankers Trust (2)
Noranda Mining, Sun Valley
Noranda Mining, Salt Lake City
Northern Electric (2)
Northern Natural Gas, Omaha (3)
Northwest Hospital, Minneapolis
Northwest Telephone, Everett, WA
Northwood Pulp & Timber, Prince George (4)
Oakville School Principals
Oberg Seminar, Copenhagen
Old American Life Ins. Co.
Olin Corporation

Omark Industries, Portland
Ontario Board of Education
Ontario Public Schools
Ontario School Board
Ontario Secondary Schools
Oregon Board of Education
Oslo Management Conference (Norway)
P-Serv, Jakarta
P-Serv, Johor
P-Serv, Kuala Lumpur
PACCAR, Bellevue (4)
PACCAR, Kansas City
PACCAR, Renton
PACCAR, Seattle
Pepsico, Purchase, NY
Peterbilt, Nashville (5)
Peterbilt, Newark, CA (4)
Pfizer, New York
Pfizer, Valparaiso, IN
Philadelphia Chamber of Commerce
Phillip Morris R & D
Pioneer Electric, Long Beach
Placer Mining, Prince George
Placer Mining, Vancouver (3)
Polaroid, Lexington, MA
Polysar Ltd., Montreal
Ponte Vedra, Jacksonville
Pontiac Motor Co., Pontiac
PPG Industries, Wichita Falls, TX
Pratt & Whitney, Sandpiper Bay
Precision Castparts, Portland
Presidents Association, Los Angeles
Presto Products, Appleton (3)
Price Waterhouse
Primarius, San Diego
Procter & Gamble, Chicago
Protestant Church Owned Publishers
Public Seminar, Juarez
Public Service Commission, Regina
Quaker Oats
Quantico Center, Ontario
Raytheon, Lexington (13)
Raytheon, Los Angeles
Raytheon, Mt. View, CA
RCA, Miami
Readers Digest, Montreal
Reliance Comm/Tech, Charleston
Reliance Comm/Tech, Chicago

Reliance Comm/Tech, Dallas
Reliance Electric, Cleveland
Richmond Memorial Hospital
Robertson Tank Lines, Houston (2)
Rosemont Engineering
Rubbermaid Corporation
Safeway Stores, Johns Island
Santa Barbara Research Center
Saskatchewan Deputy Ministers, Regina
SASOL, Sasolburg, SA
Schlumberger, Houston
Self-Serv Fixtures, Dallas
Sentinel Star, Orlando
Service Direction, Monroe, LA
Shearson-Hammil, New York
Shell Canada, Sarnia
Shell Oil Co., NY
Sherwin Williams
Simons Engineering, Harrison Hot Springs, BC (2)
Simons Engineering, Vancouver (6)
Singapore Institute of Management (4)
St. Johnsbury Trucking Co.
St. Joseph Hospital, Denver
St. Regis Paper, Jacksonville (2)
St. Regis Paper Co., Pensacola
Standard International
Standard Oil of Indiana
State Farm Insurance
State Officials, Salem, OR (2)
Stauffer Chemical, Galapolis Ferry (3)
Steelcase, Grand Rapids
Steinberg's, Montreal (5)
Stockholm Management Conference (Sweden)
Sun Oil, Philadelphia
Sun Oil, Philadelphia
Sun Oil, Tulsa (8)
Sunnen Corporation
Taxation Department, Melbourne, Australia
Tektronix, Beaverton, OR (2)
Texaco, Toronto
Texas Instruments, Almelo, Holland
TEXFI, Fayetteville, NC
Thomas Jefferson Research Center, Pasadena
Thompson & Mitchell, Atlanta
Towers, Perrin, Forster & Crosby
Tri-Cities Schools, Kingsport, TN
U. S. Department of Agriculture
U.S. Dept. of HEW, Ft. Worth

UCSB, Santa Barbara
Udilite
Union Carbide, Arden House
Union Carbide, Boundbrook, NJ
Union Carbide, Florence, SC (5)
Union Carbide, Hahnville, LA (5)
Union Carbide, Newark
Union Carbide, Parkersburg, WV
Union Carbide of Canada, Sarnia (2)
United Research Co., Cleveland
United Technology, Westlake
University Associates, San Francisco
UOP, Chicago
Upjohn, Chicago
Upjohn, Kalamazoo
Upjohn International, Kalamazoo
Upjohn International, Rio de Janeiro
Urban Research Corporation, Chicago
Valmont, Omaha
Valmont Corporation, Omaha
Vishay Intertechnical, Philadelphia
W. G. Bowman AED, Jackson, WY
Wannamakers, Philadelphia
Wards, Inc., Ricmond, VA
Weil McLean Co, Michigan City (2)
Wells Fargo Bank
Western Electric, Chicago
Western Printing
Westinghouse, Columbus, OH
Westinghouse, Elmira
Westinghouse, Grand Rapids
Westinghouse, Philadelphia (2)
Westinghouse, Pittsburg (9)
Westinghouse, So. Boston, VA
Westvaco, Cleveland (2)
Weyerhaeuser, Chicago
Weyerhaeuser, Seattle (6)
Whirlpool Corporation
Whirlpool Management Club
Wolverine Tube, Chatanooga
Wolverine Tube, Decatur, IL
Work in America Institute, New York
Xerox, Palm Springs
Yarway, Blue Bell
YMCA, Savannah

SOME INVESTIGATIONS IN THE FIELD OF MORALE

A Paper

Submitted to Dr. Remmers

of

Purdue University

by

M. S. Myers

In Partial Fulfillment of the

Requirements of the Course

in

Psychology 255

January, 1949

a good paper!

TABLE OF CONTENTS

SOME INVESTIGATIONS IN THE FIELD OF MORALE

M. S. MYERS

INTRODUCTION

There are probably as many definitions of morale as there
are people who have attempted to define it. Seldom do defi-
nitions completely coincide with one another; but, on the
other had, rarely is a definition found that does not include
properties which are common to all other definitions of mor-
ale. The many attempts to define morale have defeated the
attachment to it of a universal operational definition.

Inasmuch as the problem at hand involves the treatment of
the subject of industrial morale, it behooves this author to
supply a definition of morale and, perhaps by so doing, to
delimit the field. Brown (5) has defined morale in industry
as "...that group of mental attitudes toward their work, their
place of employment, their employers and their fellow workers
which enable workers to be happiest and most productive."

Upon examining this highly restrictive definition of morale
we are made aware of the fact that we have only delimited the
topic with respect to the locale in which the state of morale
is observed. We cannot segregate the factors affecting morale
nor can we even completely separate the symptoms from the
causes. Gardner (10) has expressed the complexity of the
problem in the statement "To understand many of the problems
of the adjustment of the individual within industry, it is

helpful to look at him as adjusting within both the social context of the plant and the social context of the family and community outside theplant." We are made even more aware of the complexity of our problem by reviewing Korn-hauser's (14) report in which he has considered the fluidity of humans' feelings and the non-static condition of workers' attitudes.

Since the vague and all-inclusive term, morale, does not readily lend itself to concise definition and measurement and since we are concerned with worker morale as it relates to the work situation, this author finds it expedient to treat the more specific term--job satisfaction. While this may or may not be synonymous with morale it is, at least, that portion of morale which is most likely to be the area of our interest.

An attempt has been made to choose representative studies and to consider those causes and symptoms which appear to be most frequently encountered by investigators in this field. A further attempt has been made to list and briefly describe techniques that have been used by investigators for measuring morale.

SYMPTOMS AND CAUSES

The last decade of social change has been characterized by the consideration of employee attitudes. New emphasis has been placed upon the dignity and importance of the individual employee (13). Managements that have not observed and acted

in conformance with this trend have found themselves besieged
by a multitude of problems manifested as excessive turnover,
absenteeism, unnecessary spoilage of the product, insubordi-
nation, theft, stalling on the job, limitation of output, and
outbreaks of labor troubles (20).

Unfortunately these conditions are not always recognized
as symptoms of discontent calling for investigation of under-
lying causes and demanding some means for the release of ten-
sions. Instead they are interpreted as meaning that super-
vision is not "hard boiled" enough and pressure is put on the
supervisors to "get tough." When this happens new grievances
are added to existing ones (18). McMurry (18) emphasizes
the importance of an outlet for employee dissatisfaction. He
believes that the employee would directly or indirectly
express the real reasons for his state of mind if the ideal
situations were provided, such as a convenient counseling
service, the use of which would not in any way jeapordize his
social or economic status. He is of the opinion that over
one-half of the average worker's grievances can be relieved
by enabling them to "talk out" their problems. He says that
this cathartic process has received little recognition in
industry.

Some managements give lip service to their desire to main-
tain facilities for the voicing of grievances by employees
but belie these assertions through the maintenance of poorly
planned grievance procedures. Because the worker has had

little or no personal contact with company heads, he feels hesitant to intrude himself and his problems onto them. His shyness may be further enhanced by the formidable array of assistants and secretaries in the proximity of the "counselor's" desk. Then, too, frequently the worker feels that his own superior will resent his taking his complaints to top management (and sometimes with reason).

Dickson (9) has pointed out how truly successful the cathartic technique can be, in his description of the counseling methods used at Hawthorne. The counselor's role at all times is that of a neutral party--he does not at any time intercede on behalf of the employee, supervisor, or management nor become entangled in the system of personal relations with which he is dealing. Dickson says that when workers were "...given an opportunity to express themselves freely, many complaints were restated by the employees or disappeared entirely....This talking out process...seemed to provide him [the worker] with a release from tensions and a new zest for work." The effect of these interviews with able counselors has returned to normal, cases extreme enough to be institutionalized. The program enables the counselor to detect disturbances when they first arise and they can be dissipated before serious injury results.to the individual or to the organization.

Dickson has not meant to imply that workers can talk all their troubles away, but that they reveal through the described counseling methods, the real source of their dissatisfactions.

McMurry (19) feels that often the chief source of employee ill-will and poor morale are not the major items such as wages and hours, but rather are the petty annoyances to which workers are constantly subjected. Typical of the latter are warm drinking water, drafts, poor illumination, inadequate lockers and the number and placement of time clocks. These apparently trivial inconveniences become grossly exaggerated because they are experienced every day and they are inescapable.

While these petty factors are without a doubt a source of grievance in themselves it may be logically conjectured that their great influence on the workers lie in the fact that they indicate that management doesn't have the workers best interest at heart. It might well be that these complaints as registered by the workers are only symptomatic of low morale and other factors are the true causes.

Bergen (3) has enumerated some points that are conducive to sustained morale. The worker wants:

1. To be consulted with regard to changes made in his work situations.

2. Clear instructions.

3. Opportunity to make suggestions.

4. Opportunity to grow in his job.

5. Fair supervision.

6. Chance to discuss grievances.

7. Full information about his company--policies, practices, etc.

Examination of these points reveals the workers' desire to be recognized as an integral part of the company. He wants to be consulted about changes--he enjoys a "we feeling" in management policies. He must be, as Mace (16) has said, "controlled from around" rather than "controlled from above."

In the light of the points just enumerated, the success and failures of the techniques (or lack of techniques) mentioned earlier can easily be explained. It appears that morale, as evaluated against tangible criteria, is a direct function of management's recognition of the worker, of a minimizing of the hierarchal range and a continually improving socioeconomic status. Schmeidler and Allport (26,p.165) corroborate these opinions with the statement "Where industrial morale is good, workers feel that they belong to a team, that they are participating in important decisions, and are taking responsibility for the work that lies ahead." Golden and Ruttenberg (11) describe how organized labor has aided workers by making them part of the managerial team. They state (p.55) "Our experiences indicate that the greater the participation of workers through their unions in setting piecework and tonnage rates, in making time and motion studies, in determining work standards and job evaluations, the greater are the earnings and output."

These opinions and findings give us reason to review the demands made by the unions for the tangibles--wages, hours and working conditions. Are these objects of controversial

collective bargaining of such vital importance to the workers because they are sources of real hardship and inconvenience or are they indications that management is not according them deserved recognition? Does management by underpaying its employees imply that the workers are not important in the organization? Does management determine the working hours and shifts without regard for the social life of the employees? Does the boss permit the men to work in an unventilated or poorly lighted room because they are "just workingmen?"

Whatever the underlying causes may be, the fact remains that the workers' dissatisfactions are usually expressed in terms of these tangibles. A clearer light might be thrown on this issue by the reviewing of several studies made in this field.

RESULTS OF SOME STUDIES

Uhrbrock (33) measured the attitudes of 4500 factory employees and found that there was a low correlation between attitude score and mental ability. This would indicate that employee selection based purely on intellectual ability would not ensure a high level of satisfaction among employees.

Super (30) found significant correlations between satisfaction and direction of change and *a strong relation* between dissatisfaction and discrepancy between aspiration and achievment.

Blum and Russ (4) administered a paired comparison type of questionnaire and found that advancement and security

were considered by employees to be more important than salary as morale incentives.

Arensburg and Macgregor (2) found that, among engineers in a company, promotion and salary were not the factors which were mentioned as disturbing to them but they did feel that recognition (which leads to promotion and pay raises) was lacking.

Mayo and Lombard (17) have demonstrated the value of teamwork in boosting morale. When workers become part of a work team, especially if this association is of the workers' own volition, they tend to identify themselves with management more than when they were not part of the team. Obligation is felt towards the members of their work team which results in higher morale and production and less absenteeism and turnover.

Raube and Avery (23) found that plant executives and labor leaders both believed that job security and compensation are the primary considerations of the workers.

Schultz (27) found that morale in an office was better when supervisors:

1. Kept their office employees busy.

2. Gave them a chance to feel that they are good at something.

3. Lead rather than boss their employees.

4. Let their employees work with congenial people.

5. Give the employees a chance to feel important.

Each of these five points is strongly indicative of the workers' expressed desire to be recognized as essential and important individuals in the organization.

Palmer, Purpus and Stockford (22) found that working conditions were ~~operational~~ _instrumental_ in determining the turnover rates in several industries. Great strides have been made in making jobs safer for workers in the last decade but another view of this picture, which deserves consideration, is that as presented by Owen (21) who states: "...with the improvement of the work place came vast changes in the nature of the work. A few of those changes are: speeding up, monotony, the impersonal nature of management, dust, poisonous vapors and gases, overhead cranes, vibration of heavy high-speed machinery, sharp cutting tools, excavations with danger of 'cave ins,' the danger of falling from high places, and the ever-present high voltage wire.... Might it not be, then, that working conditions have not shown a net improvement during the last 150 years?"

Collier (7) warns that industrial illnesses may be determined by a complex of physical, personal and social factors-- that industrial doctors and industrial psychologists should consider both the physical and psychological aspects of disease. He warns that carbon monoxide and some of the cyanides produce symptoms suggestive of functional illness. Use of methylene dichloride by painters has caused bad temper, irritability and sleeplessness. Benzol can cause severe anemia.

Most of the solvents do not appear to produce clearly
defined illnesses--many of them appear to possess a selec-
tive action upon nervous tissues. In mild doses they pro-
duce "mental or subjective symptoms" such as headache, dis-
orders of sleep, irritability, sleepiness, loss of appetite,
temperamental alterations and some of them appear to cause a
habit-formation comparable to that observed in ethyl-alcohol-
addicts. These are just a few of the industrial diseases
that have symptoms which are not unlike and are sometimes con-
fused with hysterical symptoms.

Smith (29) and Kerr (12) have indicated the effectiveness
of music as a morale and production booster, especially on
quiet repetitive manual jobs which do not require the close
attention of the workers. Workers' choice of music must be
favored for best results.

McMurry (18) has made a study of sources of dissatisfac-
tion manifested on the job but which are independent of the
job. He says that the emotionally maladjusted employees are
frequently dissatisfied regardless of whatever effort is
made to please them. Incidents which are in themselves
trifling, may precipitate a reaction of disproportionate
violence. The emotionally immature are usually character-
ized by passive, receptive and dependent tendencies. They
want to be petted and babied and are incapable of facing
their own weaknesses. They project the blame for their
weaknesses onto others. Away-from-the-job conflicts can
cause employee dissatisfaction. Typical of these are
domestic problems, worries about finances, and health.

All these sources of dissatisfaction have one feature in common: they represent anxieties, hostilities, or aggressions which have been denied satisfaction off the job and are displaced into the work situation.

McMurry does not imply that only the workers' personality patterns deviate from the normal. Indeed the personality of the executives might be just as undesirable and may directly and strongly influence employee attitudes. He has described the extremes of four personality patterns which, when present in supervisors, may cause employee dissatisfaction:

1. The man whose extraordinary energy, ambition, and initiative have brought him to an outstanding position, but whose unusual drive is actually a defense against, or compensation for, strong feelings of insecurity and social or intellectual inadequacy. This drive is often accentuated when subordinates have greater cultural or educational advantages than he.

2. The selfish and sadistic individual who is superficially well meaning but emotionally immature. He wants desperately to have his employees like him and will give lavish gifts but will pay starvation wages and engage in undesirable practices. He speaks bitterly of the "ingratitude" of his employees.

3. The admittedly selfish individual who regards employees as a means to only one end--his personnal profit and prestige. He has a strong desire to get something for nothing. He stoops to petty acts of niggardliness at his

employees' expense such as paying no overtime, exacting penalties for trivial infractions, paying minimum wages, giving no paid vacations, and discharging older workers just before becoming elibible for pensions.

4. The person who opposes change and cannot be induced under any circumstance to alter the status quo. He clings to outmoded procedures. This fear of the new and different may be an indication of a feeling of personal insecurity.

The amount by which a worker's prestige, feelings of insecurity, aspirations, etc. are jeapardized by the manifestations of these undesirable personality patterns by management usually determines the decrement to his state of morale.

From a recent attitude survey in a manufacturing firm Campbell (6) compiled a rank order of six items that bothered employees most:

1. Filling higher ranking jobs by employing outsiders.
2. Favoritism in assigning work.
3. Being taken off a job before finishing it.
4. Apprentice training.
5. Understanding of promotion policies.
6. Promotion of men not being in accordance with ability.

From this survey he found that the supervisors had a significantly more favorable attitude towards their jobs than did the workers. Super (30) corroborates this last finding in the results of some research which points conclusively to the fact that there is greater job satisfaction at the higher

occupational levels than at the lower levels. Sheppard (28) intimates that the reason for this tendency lies in the fact that the employees at the higher occupational levels receive more recognition than do those at the lower levels. It does not follow, however, that occupational level is the sole determinant of attitudes toward the job. Remmers (25p.945) emphasizes the fact that factors exclusive of job status are operational in the satisfactory adjustment of an individual to his job:

> Probably no other factor is so important in voca-
> tional adjustment as the attitude of the worker
> toward his job, provided always that he is possessed
> of a reasonable degree of the requisite abilities
> for any specific work....it is possible for the
> humblest worker to be successful and happy in his
> job, however menial and unattractive it may be, and,
> conversely the holder of a socially desirable job
> who has all the necessary characteristics except
> a favorable attitude, may be a dismal failure in
> the job because of his attitude.

McMurry (18) listed the following factors as those con-
tributing heavily to the creation of poor morale: (1) poor
selection, (2) poor training, (3) poor treatment and work-
ing conditions, (4) poor supervision and (5) failure to
provide outlet for employee dissatisfactions.

Sutermeister (31) tells of a plant where morale and pro-
duction is maintained at a maximum and turnover is practically
nonexistent. Newly hired employees are taken on a tour of
the plant in groups of five or less. All the operations are
explained to him and all his questions are carefully answer-
ed. He is shown the cafeteria, washrooms, drinking fountains,
company store and is introduced to his foreman. He is given
specific job instructions and is oriented with respect to

company policies. A company organ is published regularly
which contains photographs and news of the men on the job.
There are 15 full-time employees engaged in personnel acti-
vities who maintain an intimate channel of communication
between management and the 1000 workers. Counseling is done
informally and the personnel men mingle with the workers
and seek out the grievances.

TECHNIQUES FOR THE INVESTIGATION OF MORALE

In general, we can distinguish between two basic pur-
poses of morale study: (1) That which considers the specific
causes of unrest in a given plant and (2) that which makes
an overall study of morale as a psychological phenomenon. It
is the confusion of these two purposes that has resulted in
spurious generalizations made on the basis of factors found
to be operational in specific instances.

Kornhauser (14,15) has arbitrarily defined some tech-
niques for the measurement of morale. A summary of the
descriptions and definitions of these techniques is presented
here since it seems to represent an overall evaluation of
measuring techniques.

1. The _impressionistic_ _method_ may be useful for an over-
all and informal evaluation of the state of morale in a
plant. It consists of mingling with the employees at work
and during the leisure hours and gleaning information about
their attitudes from their spontaneous remarks. The success
of this method depends largely on the objectiveness of the

observer. The method has been criticized as being unscientific since it gives only what the name implies--impressions.

2. The unguided interview is a somewhat more formal procedure. The interviewer's role is similar to that of a clinical counselor. He permits the worker full expression of his attitudes. Through this complete freedom of expression the worker may reveal much of value that pertains to his and his co-worker's level of morale. As has been pointed out earlier in the paper this method has alleviated the morale problem merely by permitting workers to express their discontentment. This method is time consuming and costly since it must be conducted on an individual basis by an experienced interviewer.

3. The guided interview is an even more formal procedure in which the interviewer has a prepared set of questions which he asks the worker and which are designed to collect and organize information for the purpose of a company's survey. Thus the purpose is not to alleviate the problem at the time but to gather data which may later be used to correct causes of low morale.

4. Probably the easiest and least time consuming is the questionnaire blank. There are a number of forms which the questions may take: open-answer, multiple choice, and "yes" and "no" response.

5. Probably of all the techniques of attitude survey, the the technique of attitude scales is the most precise. It is certainly the most precise of all the methods of measurement.

The scale is a device originally constructed by L. L. Thurstone (32) to measure a specific attitude and later modified by H. H. Remmers (24,25) to apply to any of a class of attitudes. The scale consists of a list of statements, each having a statistically determined value which marks it on a continuum from "very favorable" to "very unfavorable." The administration of the scale consists of having the subject check those statements on the scale with which he is in agreement, and taking as his attitude score the mean or median of all the statements checked.

The technique or combination of techniques to be used depend upon the purpose of the survey. A technique should be used that allows complete freedom of expression. A technique that channelizes respondents' choices as the attitude scale does, may force the consideration of irrelevant factors. On the other hand, techniques that do not channelize responses render data that cannot be logically organized and summarized.

The importance of gaining the confidence of the employees before the survey is paramount. They must be convinced that the survey is conducted for their benefit as well as for managements'. It may be necessary to maintain the anonymity of the workers to ensure their cooperation and confidence. The preservation of anonymity will, of course, prevent any follow-up surveys (1).

CONCLUSIONS

It is generally conceded that production and efficiency

in industry is to no small extent dependent on favorableness of employee attitudes toward their work situation and toward their company. It is to the advantage of management to investigate and understand these attitudes and to take corrective action where feasible.

It appears that the companies that are more liberally disposed towards their employees, and as a result enjoy high morale, are the ones most interested in conducting morale surveys. However the need for morale improvement is most often felt in organizations where surveys are least likely to be made.

To facilitate continued social progress it is necessary for the members of the various strata of society to learn to understand one another and to take such action as will bring about trust and mutual confidence. Though the study of morale is no panacea for the problems and ills of the worker; it is, however, an important step in ameliorating his position as a worker.

BIBLIOGRAPHY

1. ANGOFF, W. H. A statistical analysis of morale in an indus-
    trial plant. An unpublished master's thesis, Dept. of
    Education and Applied Psychology, Purdue University, 1947.

2. ARENSBERG, C. M. AND MACGREGOR, D. Determination of morale
    in an industrial company. Appl. Anthrop., 1942, 1, 12-34.

3. BERGEN, H. B. Measuring wartime attitudes and morale.
    Person. J., 1942, 21, 2-9.

4. BLUM, M. L. AND RUSS, J. J. A study of employee attitude
    toward various incentives. Personnel, 1942, 19, 438-444.

5. BROWN, M. Morale in industry as seen by a neuropsychiatrist.
    Chicago: Zurich Insurance Companies, 1944.

6. CAMPBELL, JAMES W. An attitude survey in a typical manufac-
    turing firm. Person. Psychol., 1948, 1, 31-39.

7. COLLIER, H. E. The mental manifestations of some industrial
    illnesses. Occup. Psychol., 1939, 13, 89-97.

8. COOPER, A. M. Developing morale or creating hysteria.
    Personnel, 1944, 20, 266-269.

9. DICKSON, W. J. The Hawthorne plan of personnel counseling.
    Amer. J. Orthopsychiat., 1945, 15, 343-347.

10. GARDNER, B. B. The industrial structure and the adjustment
    of the individual. Amer. J. Orthopsychiat., 1945, 15,
    350-351.

11. GOLDEN, C. S. AND RUTTENBERG, H. J. Adv. Mgmt., 1942, 7,
    55-60. Union participation: Key to greater productivity.

12. KERR, W. A. Experiments on the effects of music on factory
    production. Appl. Psychol. Monogr., 1945, No. 5.

13. KERR, W. A. Music for workers. Person. J., 1943, 22, 32-34.

14. KORNHAUSER, ARTHUR. Psychological studies of employee
    attitudes. J. consult. Psychol., 1944, 8, 127-143.

15. KORNHAUSER, A. W. The techniques of measuring employee
    attitudes. Personnel, 1933, 9, 99-107.

16. MACE, C. A. Satisfaction in work. Occup. Psychol., 1948,
    22, 5-19.

17. MAYO, E. AND LOMBARD, G. F. F. Teamwork and labor turnover
        in the aircraft industry of Southern California. Publ.
        Grad. Sch. Bus. Adm. Harv. Univ., 1944, No. 32.

18. MCMURRY, R. N. Management mentalities and worker reactions.
        Advanc. Management, 1942, 7, 165-172.

19. MCMURRY, R. N. Management reaction to employee opinion polls.
        J. appl. Psychol., 1946, 30, 212-219.

20. MCMURRY, R. N. Opinion poll, follow-up interview, and exit
        interview as morale builders in industry. Amer. J. Ortho-
        psychiat., 1945, 15, 348-350.

21. OWEN, W. V. Labor Problems. New York: Ronald Press Co., 1946.

22. PALMER, D. L., PURPUS, E. R., AND STOCKFORD, L. O. Why workers
        quit. Person. J., 1944, 23, 111-119.

23. RAUBE, S. AVERY Factors affecting employee morale. Conf.
        Bd. Rep. Stud. Personnel Policy, 1947, No. 85.

24. REMMERS, H. H. AND SILANCE, E. B. Generalized attitude scales.
        J. soc. Psychol., 1934, 5, 298-312.

25. REMMERS, H. H. Measuring attitude toward the job. Occupations,
        1936, 14, 945-948.

26. SCHMEIDLER, G. R. AND ALLPORT, G. W. Social psychology and
        the civilian war effort: May 1943-May 1944. J. soc.
        Psychol., 1944, 20, 145-180.

27. SCHULTZ, RICHARD S. How to develop successful office super-
        visors. Person. J., 1947, 25, 273-281.

28. SHEPARD, J. L. Recognition on the job. Person. J., 1937,
        16, 111-119.

29. SMITH, HENRY CLAY. Music in relation to employee attitudes,
        piece-work production and industrial accidents. Appl.
        Psychol. Monogr., 1947, No. 14.

30. SUPER, D. E. Occupational level and job satisfaction. J.
        appl. Psychol., 1939, 23, 547-564.

31. SUTERMEISTER, R. A. How to improve morale and increase
        production. Personnel, 1944, 20, 279, 287.

32. THURSTONE, L. L. AND CHAVE, E. J. The measurement of attitudes.
        Chicago: Univ. of Chicago Press, 1929.

33. UHRBROCK, R. S. Summary discussion: Technique of measuring
        employee attitude. Personnel, 1933, 9, 107-110.