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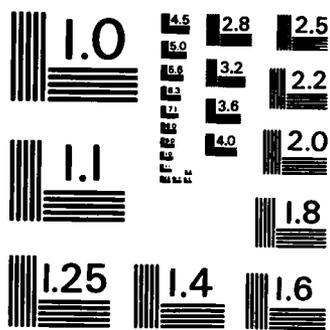
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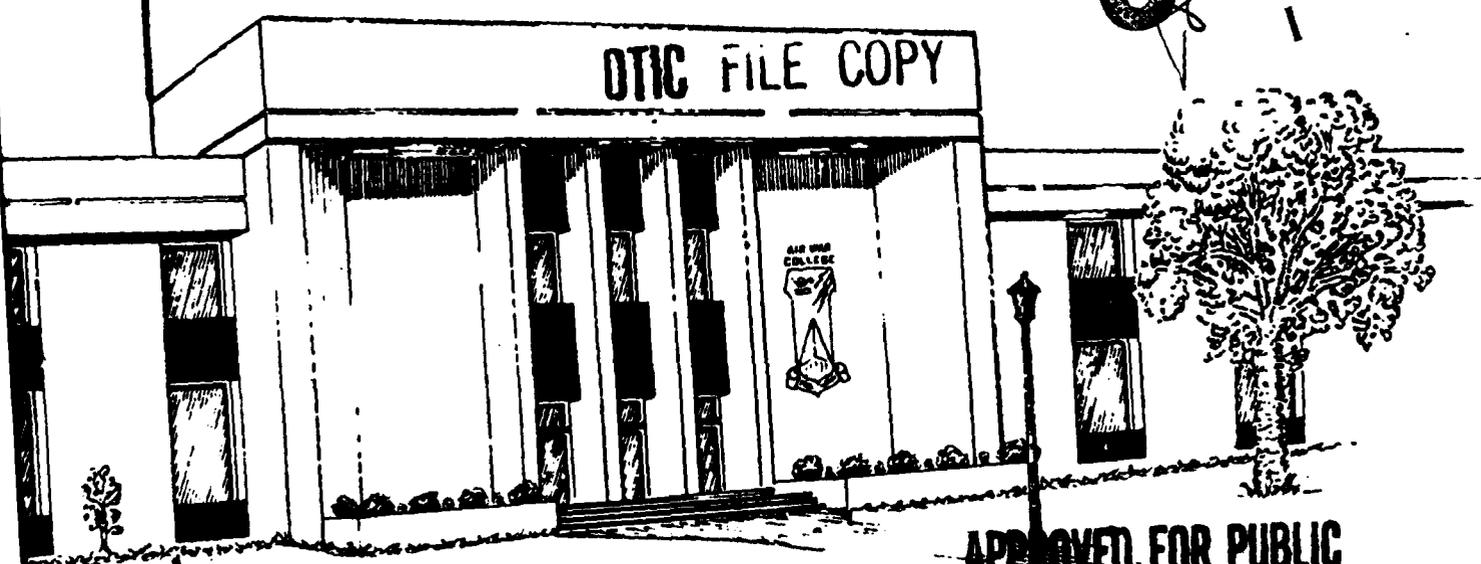
MOTIVATION A NECESSARY PERSONNEL MANAGEMENT TOOL
IN THE AIR FORCE

By LIEUTENANT COLONEL WILLIAM F. PYTLIK

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AIR WAR COLLEGE
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MOTIVATION
A NECESSARY PERSONNEL MANAGEMENT TOOL
IN THE AIR FORCE

by

William F. Pytlik
Lieutenant Colonel, USAF

A RESEARCH REPORT SUBMITTED TO THE FACULTY
IN
FULFILLMENT OF THE RESEARCH
REQUIREMENT

Research Advisor: Lieutenant Colonel David E. Brown

MAXWELL AIR FORCE BASE, ALABAMA

May 1985

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AIR WAR COLLEGE RESEARCH REPORT ABSTRACT

TITLE: Motivation--A Necessary Personnel Management Tool
in the Air Force

AUTHOR: William F. Pytlik, Lieutenant Colonel, USAF

This report explores the factors which influence the attitudes of today's labor force--attitudes which equally affect individuals in the military. It will further provide a synopsis of prevalent behavioral and motivational theories. Since actions and attitudes of senior managers substantially impact the action of subordinates, this report includes a survey of senior Air Force officers' (Air War College Class of 1985) job attitudes. An analysis of the survey is presented. The report concludes with some observations and recommendations about the role of motivation in Air Force personnel management.

BIOGRAPHICAL SKETCH

Lieutenant Colonel William F. Pytlik (B.S.E.E., Illinois Institute of Technology; M.E.A., University of Utah) has served as digital ground communications engineer in AFCC, F-4 project engineer in AFLC, flight test engineer in AFSC, and as HQ AFSC systems officer and special assistant for special projects. He is a graduate of the Royal Air Force Aerosystems Course. Although his career has had primarily a technical and acquisition program management orientation, he has had an interest in USAF management practices, particularly the motivational aspects. Lieutenant Colonel Pytlik is a graduate of the Air War College, class of 1985.

CHAPTER I
INTRODUCTION

Thomas Jefferson once wrote:

The mass of mankind has not been born with saddles on their backs, nor a favored few booted and spurred, ready to ride them legitimately, by the grace of God. (1:133)

Thomas Jefferson recognized that human beings were not beasts of burden although human history testified to the contrary. Jefferson's message went largely unheeded, even in the United States, until the twentieth century when labor unions challenged industry to unsaddle the worker. The unions won their argument that "the privileges and burdens of democracy should not stop at the plant entrance." (1:133)

Perhaps sparked by union activities and general growth in social science, psychologists and management specialists by the 1950's created the field of industrial and organizational psychology. Individuals, such as Maslow, McGregor, Herzberg, Likert, Vroom, Argyris, and others tried to formulate theories to "explain the complex behavior of people at work" now that the chains of human bondage were broken. (2:10) These individuals recognized that today's workers at all levels--laborer, manager, executives--were increasingly more democratic and independent. This required new methods to organize, manage, efficiently use, and lead today's human resources.

Unfortunately, the military must foster autocratic

personnel management practices--some would say out of touch with today's social environment. In an authoritarian conscription society such as the Soviet Union this presents few problems but it does provide a dilemma for a peace time, all volunteer military. The military has to compete with industry for a limited manpower pool. A recent study by the Brookings Institute noted that:

....despite recent successes in meeting recruiting goals, the volunteer military faces a demographic squeeze that could require a return to conscription or a substantial overhaul in the way the armed forces are run. (3:3)

These demographic changes (a decreasing pool of 18 year olds) will place ever greater competition on manpower, making it increasingly more difficult to attract and retain qualified individuals at all levels.

President Truman once prophesied about his successor:

He'll sit here, (tapping his desk for emphasis) and he'll say, 'Do this! Do that!' and nothing will happen. Poor Ike - it won't be a bit like the army. He'll find it very frustrating." (4:7)

Future military leaders may well face this type of environment. Since the military cannot function in such a manner, it will become increasingly important that we understand the behavioral and motivational aspects of people at work so that we can develop and implement policies to attract and retain quality people.

This report will explore the factors which influence the attitudes of today's labor force. It will further

provide a synopsis of prevalent behavioral and motivational theories. Since actions and attitudes of senior managers substantially impact the action of subordinates (5:9) this research report includes a survey of senior Air Force Officers' (Air War College Class of 1985) job attitudes. This report will provide the results and analysis of this survey and will conclude with some observations about the role of motivation in Air Force personnel management.

CHAPTER II

CHANGING TIMES

Throughout history, man has devised management or belief systems which justified the beast of burden theory. "Management" was always right and in total control while the worker had very little to say about his future. Slavery and serfdom used the fear of starvation or death as "motivation" to achieve some level of productivity. Professor Herzberg relates the story that the Romans, although relatively tolerant of most religions, heavily persecuted Christians. Christianity, most prevalent among slaves, undermined an economy based on slavery because it took away the fear of death (the only "motivator" of a slave), by promising a better life after death. (6)

With time, these belief systems became more sophisticated but still preserved the autocratic relationship between management and worker. Even the Protestant work ethic--a fair day's pay for a fair day's work was suspect since it was management who determined both the fair day and the fair pay. (6) This relationship between management and worker started to change with the advent of unions. As workers received more freedoms and options their attitudes toward work also started to change.

After World War II the changes in attitudes toward work accelerated. Several factors influenced this change.

SAMPLE A total of 80 surveys were accomplished and are the source for the following analysis. While this represents only a 52% return rate, the sample was adequate to obtain representative and qualitative insight into the attitudes of senior officers. The survey generally reflected the demography of the class as a whole. Figure 3 presents a breakdown by general career areas of the sample.

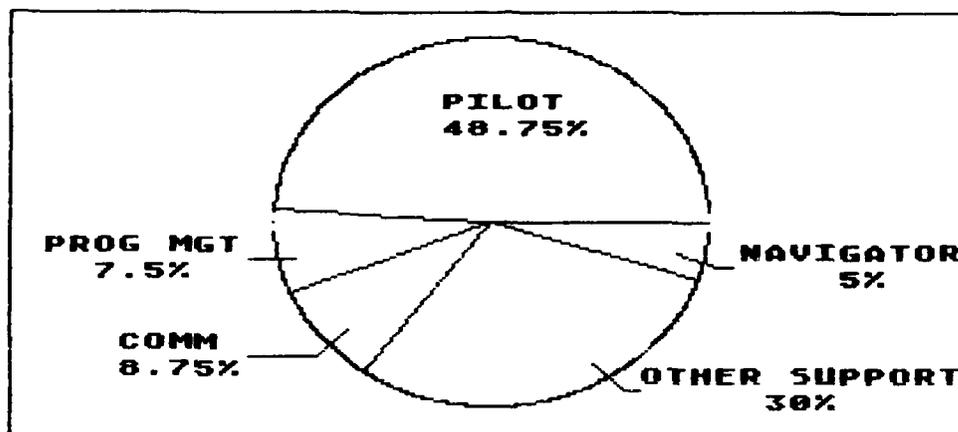


FIGURE 3 CAREER AREAS

Only career areas having four or more respondents were detailed. The remainder were included in "OTHER SUPPORT". Included in this category were legal, nurse, transportation, maintenance, law enforcement, etc.

The first task was to determine how to judge the importance and validity of each rating; that is, whether the ratings (1-5) actually reflect the situation depicted in the narrative and whether there was adequate discrimination between the various ratings. This was accomplished by

War College Class of 1985 were asked about their job experiences. It is important to note that this is a limited sample representing less than one percent of total Air Force Lieutenant Colonels and Colonels. (9:27) Since attendance at the Air War College is very selective, the sample does provide insights into officers many of whom will fill key general officer positions in the future. As such, their attitudes will have considerable importance in tomorrow's Air Force leadership.

Numerous methods of survey were considered. The final choice was to use an approach similar to Professor Herzberg's efforts, modified to make it possible for one individual to do the research. As with Herzberg's approach, each AWC student was asked to write about a positive and a negative work experience which occurred in the last five years. Since a follow-on personal interview with each officer was not possible, each officer was also asked to rate (on a scale of one to five) the importance or impact of a group of factors on their experience. These factors included: recognition, achievement, salary, working conditions, supervision, responsibility, type of work, military policies, family, advancement, peers, psychological growth, status, and security. Similarly, each student was asked to detail a desirable future job and rate the factors important in such a position. Officers were asked to consider career impacts in detailing their desires. The appendix contains a sample of the survey.

CHAPTER IV

JOB ATTITUDE SURVEY

The development of an organization's top executives is crucial to the long term success of that organization. Understandably so. The actions and attitudes of the senior managers have substantial impact on other people in the organization, color the formulation of strategic objectives, and condition the way things are done in order to meet those targets. (3:9)

The above served as an introduction to an American Management Association (AMA) study of 711 American chief executive officers. It is just as important to recognize that senior Air Force officers' attitudes have substantial impact on their subordinates, personnel management systems and practices, and ultimately the next generation of Air Force leadership. Simply put, today's senior officers directly and indirectly shape the attitude of junior officers and the enlisted force. If senior officers are oriented toward Theory X or perceive themselves to be "motivated" by what Herzberg calls the hygiene factors, then antiquated management and leadership practices will be perpetuated. If, on the other hand, senior officers subscribe to Theory Y principles and are driven by Herzberg's motivation factors then future management and leadership practices will be more attuned to today's society.

THE SURVEY To determine the attitudes of senior Air Force officers, members of the United States Air Force Air

these theories makes another attempt to understand, explain and model the world's most complex system--the human being at work. In the final analysis, all these theories share a common purpose to bring attention to the importance of the behavioral aspects of personnel management and leadership and to highlight that the old "motivational" tools of fear, punishment, and the carrot-stick approaches are no longer productive in today's society.

spontaneous motivation. Lack of motivators did not necessarily lead to a dissatisfied individual but to an individual who would perform at some minimally acceptable uninspired level. Only disregard for the hygiene factors would lead to real dissatisfaction and an unacceptable level of performance. Herzberg coined the term hygiene factors because he likened them to a sewage treatment plant--such a plant performs a hygiene function and will prevent disease but it will not make anyone healthy. (6) Therefore, Herzberg stressed that the hygiene factors must be addressed in order to maintain the "health" of the organization; that is, a nominal level of productivity. Good salary, working conditions, supervision, and relationships are important but they should not be mistaken for motivational tools. Only challenging work, recognition for achievement, responsibility, and a chance to advance and grow will truly motivate people to excel and sustain increased performance levels.

OTHERS - Numerous other individuals such as Likert, Argyris, and Vroom developed theories or stressed that human productivity is related to organizational and individual relationships and other behavioral factors. Some theories simply expanded on the concepts of Maslow and McGregor. Some tried to quantify in scientific terms the concept of motivation. The Vroom model is such an attempt. It is complex and requires that factors such as force, valence, expectancy and instrumentality be quantified. (8) Each of

hygiene factors. Figure 2 presents a graphical representation of this theory.

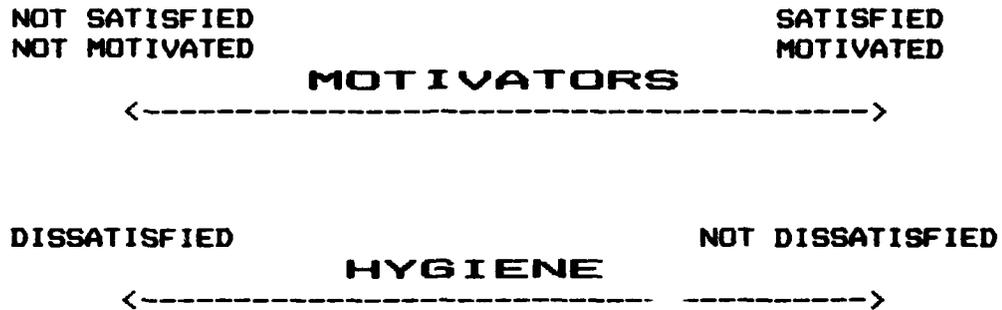


Figure 2 Motivator/Hygiene Theory

Consequently, the work factors which satisfy and motivate are different from those that dissatisfy or demotivate. Herzberg noted that positive factors included achievement, recognition, the work itself, responsibility, advancement, and psychological growth. Among the negative factors he included company policy and administration, supervision, salary, working conditions, security, and relationship with peers. (7:95-96)

Herzberg called the positive factors motivators and the negative factors the hygiene factors. He noted that only the motivation factors, when satisfied, lead to

concerned more with fulfilling higher level needs than asking for more money. Yet, workers continue to seek higher and higher salaries for their work. As a corollary, Maslow's theory also suggests that unless the basic physiological needs are met, an individual cannot fulfill the higher level needs. The case of the "starving" artist or a missionary who do in fact fulfill the higher needs often without fulfilling or at times jeopardizing the basic needs of food, shelter, health, and safety. In fact, the basic human needs are really never satisfied; they merely shift to different levels. An individual satisfied with potatoes today will seek chicken tomorrow and perhaps steak the next day. Although basic needs are never satisfied the case of the "starving" artist suggests that an individual can satisfy higher level needs without satisfying the basic needs.

Frederick Herzberg's stroke of genius was in resolving the contradictions in previous motivation theories by recognizing that physiological and higher level psychological needs reside on two separate planes or continuums. He proposed that an individual's attitude toward work is affected by two elements, each on its own continuum. The psychological factors (self-actualization, parts of Theory Y) contribute to the positive aspects of work--the true motivators or satisfiers. The physiological factors (survival, security, Theory X factors) contributed to the negative aspects of work--the dissatisfiers or

that people actively seek work and responsibility.

Theory Y rests on the following basic assumptions:

1. Expenditure of physical and mental effort in work is as natural as play or rest. Depending upon a variety of conditions, work can either be a source of satisfaction and will accordingly be willingly performed, or it can be a source of punishment and will if possible be avoided.
2. External control and the threat of punishment are not management's only means of stimulating employee effort toward achieving organizational objectives. Employees will exercise self-direction and self-control to reach objectives to which they are personally committed.
3. Commitment to objectives can be achieved through the satisfaction of employee's ego and self-actualization needs.
4. The average person can learn to not only accept but actually seek responsibility.
5. The capacity to demonstrate imagination, ingenuity, and creativity and apply them to solving organizational problems is widely, not narrowly, distributed in the work population.
6. Under the conditions of modern industrial life, the intellectual potential of the average employee is only partially used. (2:18)

Anyone implementing McGregor's Theory Y will certainly aim the effort at the psychological aspects of the job rather than the material--motivating by delegation of responsibility, assigning broader work activity and encouraging worker participation in decision making.

HERZBERG'S MOTIVATION/HYGIENE THEORY - Maslow's as well as other motivation theories pose serious contradictions. For example, in today's society the basic needs of the worker are generally met. Maslow's theory would suggest that under such conditions the worker would be

responsibility are all tools which are available to satisfy these needs.

Finally, the need for self-actualization is at the pinnacle of human needs. "Self-actualized individuals feel that they have truly achieved their full potential." (2:14)

Maslow proposed that in today's business environment, the basic physiological and psychological needs are essentially met. Therefore it is doubtful that they can be used as motivators; yet, money is still used as a motivator today. This appears to be a contradiction. Another contradiction is the case of an individual who pursues a meaningful job (some artists, missionaries, etc) knowing full well that the first two physiological needs will not be satisfied. These contradictions will be addressed in more detail in the discussions of Frederick Herzberg's theory.

McGREGOR'S THEORY X AND THEORY Y - McGregor, a prominent behavioral scientist "offered two diametrically opposed theoretical constructs or fundamental assumptions regarding the behavior of people at work." (2:16) He called these Theory X and Theory Y. Theory X assumes that people inherently don't like to work, avoid responsibility, and must be closely supervised and driven. In fact, managers who subscribe to this theory generally use fear and threats of punishment to "motivate" workers to be productive.

Theory Y on the other hand assumes that people want to work, that work is desirable, necessary part of life and

Maslow theorized that the basic human need is to survive; that is, the physiological needs of food, water, and shelter must be met before any thought can be given to the higher needs. As long as these needs are not fulfilled they can be exploited as "motivators" as was the case with slavery. Once satisfied, this need loses much of its motivational ability.

Having achieved some level of physiological comfort, Maslow contends that man seeks to satisfy the next higher level need--safety. Man will strive to protect himself and his family.

The first two needs can be categorized as material needs. The next three higher needs, on the other hand, deal with human psychology. The first of these is the need to belong. Man throughout history has for a variety of reasons sought companionship. This may originally have stemmed from the necessity to group in order to survive which later became part of man's nature. In any case, man is gregarious and since most work involves more than one person, work itself provides an opportunity to satisfy this third need. (2:14)

Once satisfied with the basic material and psychological needs, man strives to fulfill the two highest level needs. The first of these is the need for esteem--to feel a sense of self-worth to be appreciated, the need for recognition and respect. (2:14) These needs can be readily used as motivators. Praise, awards, increased

CHAPTER III

BEHAVIORAL AND MOTIVATIONAL THEORIES

One has to but look at library card catalog and be presented with literally hundreds of references on motivation and job satisfaction. It appears that every well known psychologists has written on the subject of job motivation. Some greats such as Abraham H. Maslow, Douglas McGregor, and Frederick Herzberg have become household words in the realm of job satisfaction, attitudes, and enrichment.

MASLOW'S HIERARCHY OF NEEDS - Maslow clearly believed that a person's entire life is a quest to achieve satisfaction of a variety of needs. He placed these needs on a hierarchical scale with the basic physical needs at the bottom and the higher psychological needs on top. (Fig 1)

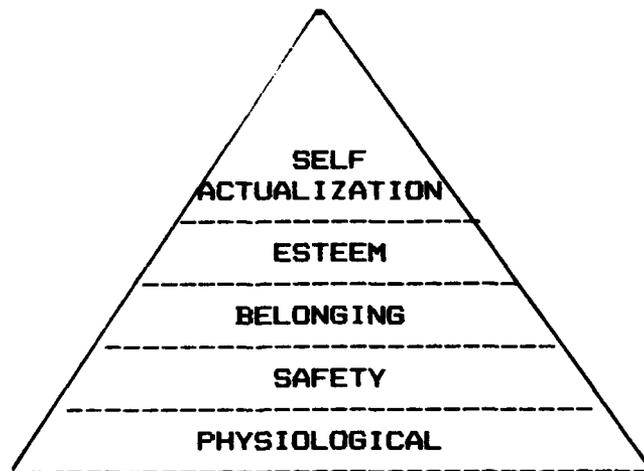


Fig 1. Maslow's Hierarchy of Needs

charitable programs largely relieve the fear and anxiety of losing a job. Government assistance in finding a job is also available. These support programs not only relieve the anxieties, but foster some degree of adventurism--the search for the easy, well paid job, with full knowledge that if they fail there's always a social safety net or another job.

In short, while government social support programs have very likely enhanced people's feelings of security, in so doing they may have helped foster certain negative work attitudes. (2:50)

In addition to general relaxation of the work ethic for a variety of reasons, people themselves have changed. The technology and communications explosion have made people more aware of the world around them. People think more, they are no longer meek, they are ever more self-interested, they expect to be heard, they expect more compensation for their work, and they have greater potential today than ever. (1:3)

The human work force has transitioned from chattel to a complex group of individuals who can no longer be "bribed" to work hard. They seem to suffer from "psychological malnutrition" and seem to expect a "balanced diet of need fulfillment and valued rewards from their work." (1:139) The complex human psychology will challenge any personnel management system and warrants a close look at the behavioral and motivational aspects of work.

aspects of society including the work environment. People expect only good jobs. College students, during job interviews, would ask: "What does *your* company have to offer *me*?" instead of the other way around. (2:43)

Entitlements included paid vacations, good working conditions, regular salary increases, automatic promotions, unemployment compensation, and others.

DECLINE IN WORK COMMITMENT Today people simply do not want to work as hard as they once did. This is probably an outgrowth of the psychology of entitlement which manifests itself in education. All students believe they are entitled to good grades. This leads to less effort expended in school work and is reflected in ever decreasing college admission test scores and scholastic aptitudes. This lack of commitment permeates into the work place. It is interesting that:

"Work application, productivity, and commitment to organizational goals have all declined precisely during a period when compensation, benefits, and many job perquisites have dramatically increased. In 1979, for example, the Labor Department reported that employee compensation and unit labor costs in the United States rose 9 and 11.5 percent respectively, while productivity actually fell by 2 percent... (2:47)

INCREASE IN GOVERNMENT SOCIAL PROGRAMS In the past, loss of a job was considered catastrophic. Without a job, a family could lose its home and go hungry. Today a social safety net in the form of unemployment compensation, welfare, aid to dependent children, food stamps, medical assistance, and a sundry of local, state, union, and private

AFFLUENCE After WW II the United States had several decades of unprecedented prosperity. This made it possible for anyone who wanted a job to have one. The fear of losing one's job was no longer a "demotivator" since an individual would simply seek and probably get another job. Additionally, since there were generally enough jobs to also support an increasing desire for spouses to work, the possibility of a family without money diminished. Workers became more selective in their jobs, often changing jobs if the work environment did not suit their desires. (2:41) In fact, so much work was available that if a person worked very hard, he or she could achieve a relatively comfortable life. This, as Clark Kerr, Chairman of the Board of Directors of the Work in America Institute and President Emeritus of the University of California noted, presented a contradiction. He said:

There are inherent contradictions between emerging life-styles and old-fashioned attitudes toward work. The work ethic in the longer run may yet turn out to contain within itself the seeds of its own destruction: hard work leads to affluence; affluence leads to new life-styles; new life-styles diminish the work ethic. (2:42)

PSYCHOLOGY OF ENTITLEMENT Relative affluence in American society has led to ever increasing material benefits and privileges to children. Children as they grew older did not perceive these benefits as generous gifts from their parents but rather a right or entitlement. For example, use of the family car was no longer considered a privilege but an entitlement. This psychology affected all

comparing the ratings with the narrative. It became apparent that strong feelings explained in the narratives were usually associated with a rating of five.

Consequently, the following analysis (Figures 4-9) reflect only strong feelings as identified by a rating of five.

In general, the sample of senior Air Force officers reflect beliefs in concert with Herzberg Motivation/Hygiene theory. Both the sample population as a whole and the rated and nonrated samples individually indicated basically the same general feelings about job attitudes. (Fig 4,5,6)

RESULTS Achievement was considered the single most important factor by almost 80% of the respondents as contributing to a rewarding job. Understandably, achievement was not a significant factor in a poor job. Achievement was closely followed by responsibility (75%), the work itself (62%), and recognition (30%) as key motivators.

The leading negative factor was supervision. In fact, supervision was really the only significant negative factor highlighted by the survey. This can be attributed in part to the fact that the AWC population as a whole is a highly motivated and dedicated group of officers. Of 80 respondents, 22 had no significant bad job experiences in the last five years.

Military policies and working conditions did contribute more toward ill feelings about the job rather than good feelings albeit their importance was relatively

AWC CLASS OF 1985
(ALL CAREERS)

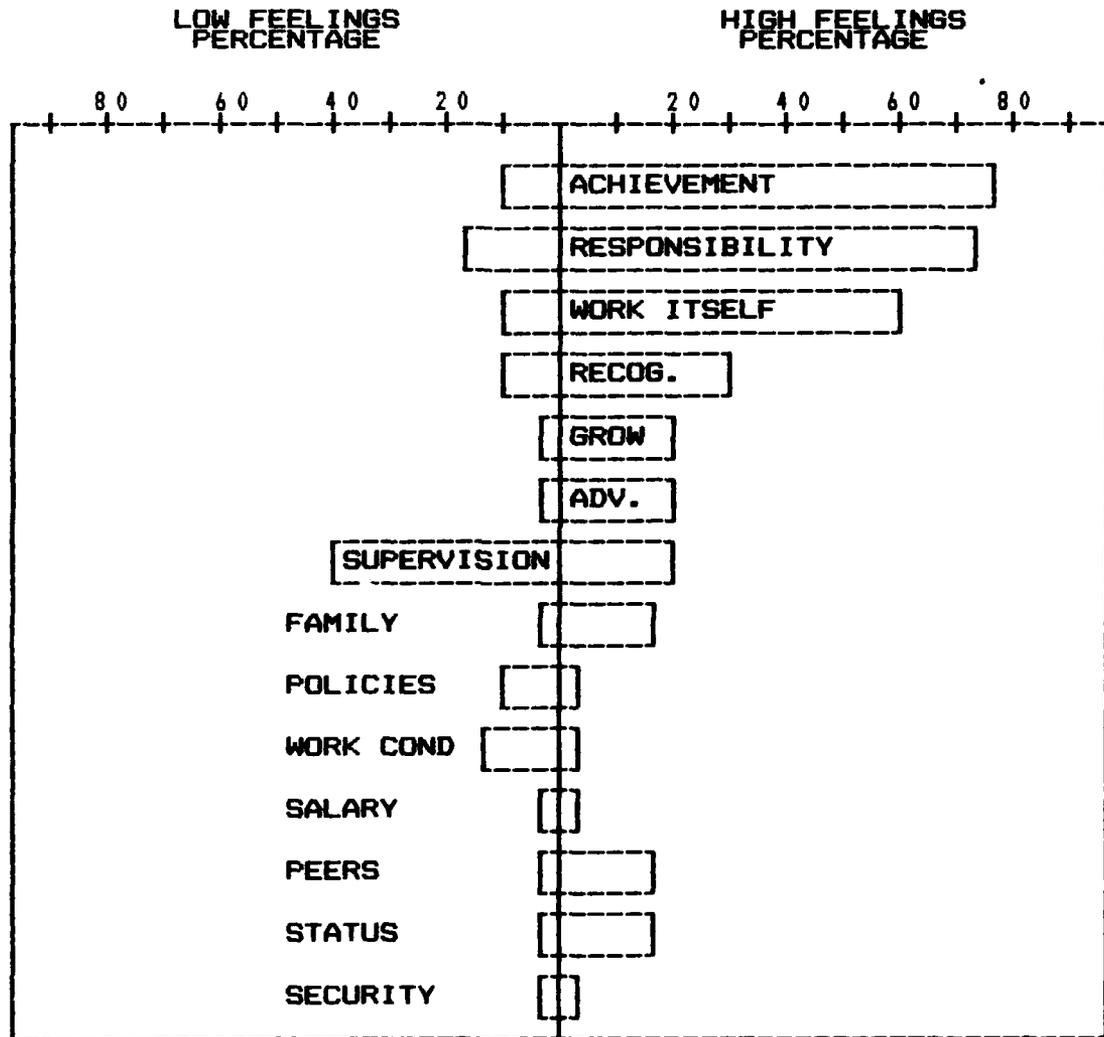


FIGURE 4 COMPARISON OF SATISFIERS AND DISSATISFIERS

AWC CLASS OF 1985
(RATED ONLY)

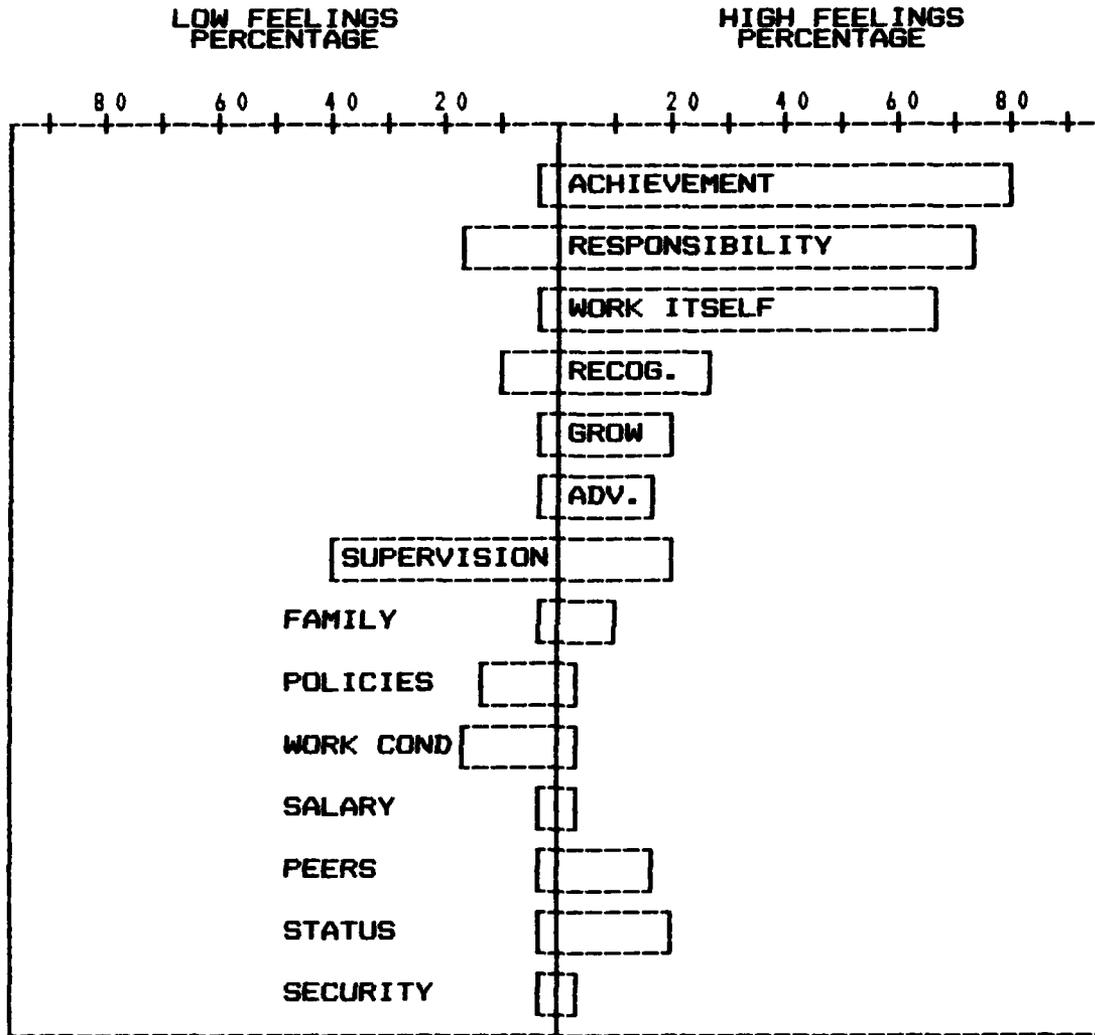


FIGURE 5 COMPARISON OF SATISFIERS AND DISSATISFIERS

AWC CLASS OF 1985
(NONRATED ONLY)

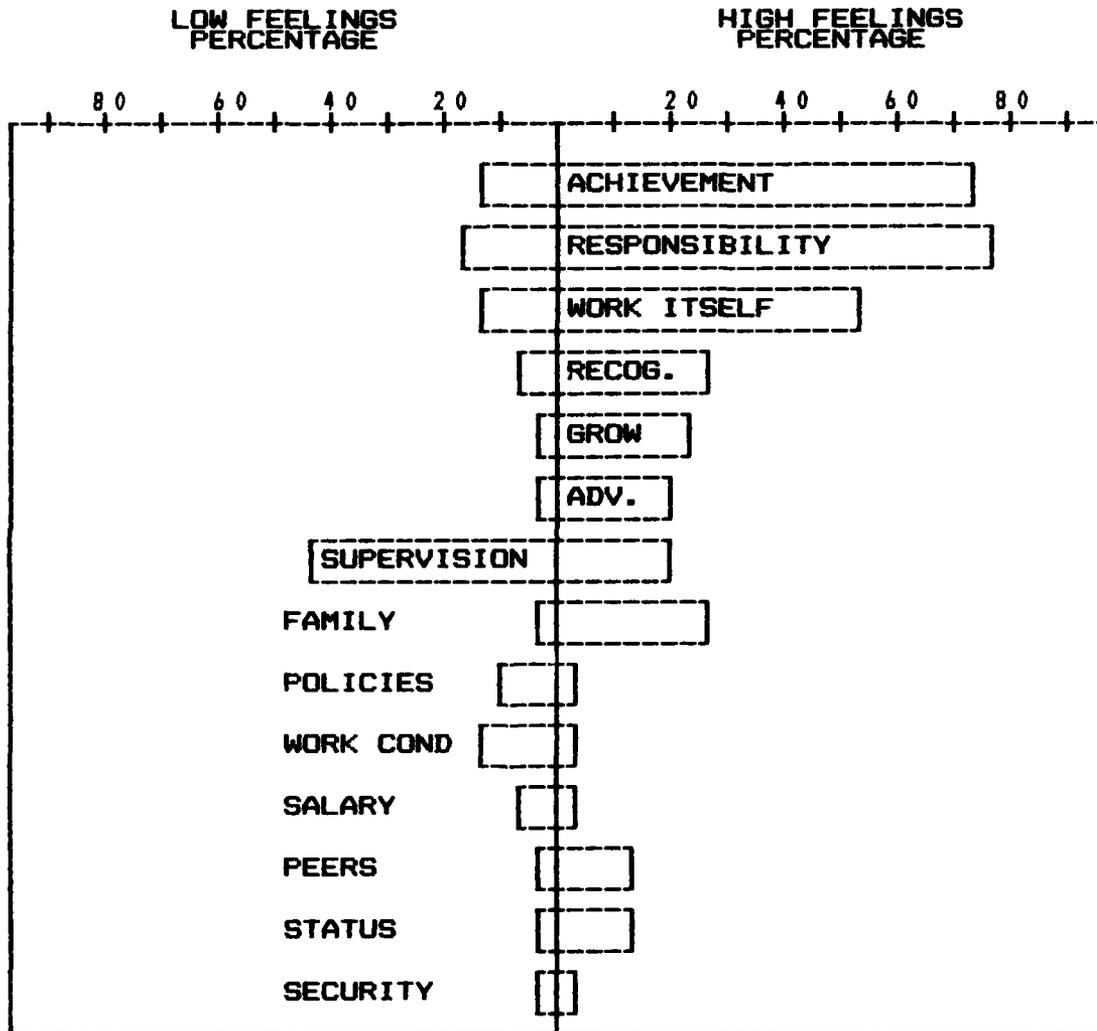


FIGURE 6 COMPARISON OF SATISFIERS AND DISSATISFIERS

minimal with only 20% of the respondents believing they were a factor. Again this follows the principles of Herzberg's work. The only deviation from Herzberg's theory were family, peers, and status factors; although they were considered important by only 20% of the respondents. The nature of military life itself could explain this deviation. Since family separation is a real possibility, family life plays a significant role in motivating an individual. Similarly, status and peers are key elements in military life. The status associated with rank itself is probably viewed as measure of achievement and consequently a motivator. Peers and subordinates are the lifeblood of command and consequently present a challenge and generally contribute to a sense of achievement. The two least significant factors were salary and security. In the military salary is outside the control of the individual and since most senior Air Force officers are at or near a guaranteed retirement security is not a factor.

CAREER CONSIDERATIONS The survey also asked each respondent to rate those factors which they considered important in a future job. They were also asked to provide this information first in the case where career considerations could be ignored and the second case, where career considerations had to be considered. Career considerations could include the undesirability of consecutive headquarters tours, the desirability or necessity of command, a tour in Washington D.C. and others.

On the whole, little difference was noted between the two situations. The factors relative rankings remained basically the same as those from the questions of a previous job with responsibility having a slight edge over achievement perhaps reflecting a desire for a position of responsibility. (fig 7,8,9)

Among the hygiene factors, family and working conditions were considered more important when career considerations were ignored. Jobs detailed in such situations were generally low key, "8-5 jobs" such as "Professor of Aerospace Science at a university of choice."

No major differences existed between the rated and non-rated officers' responses. This was not surprising since at the later stages of an Air Force career both rated and non-rated officers perform similar duties. Also, this supports Herzberg's contention that motivation is a universal concept, transcending career areas.

In summary, the study reflected the desire of future senior Air Force leadership for a challenging job which can provide high levels of responsibility and a sense of achievement.

SUMMARY The study, although very limited, confirms to the author the validity of the Herzberg's Motivator/Hygiene theory. The next chapter will deal with the implications of the findings as well as what it portents for the role of motivation in Air Force personnel management and leadership.

AWC CLASS OF 1985
(ALL CAREERS)

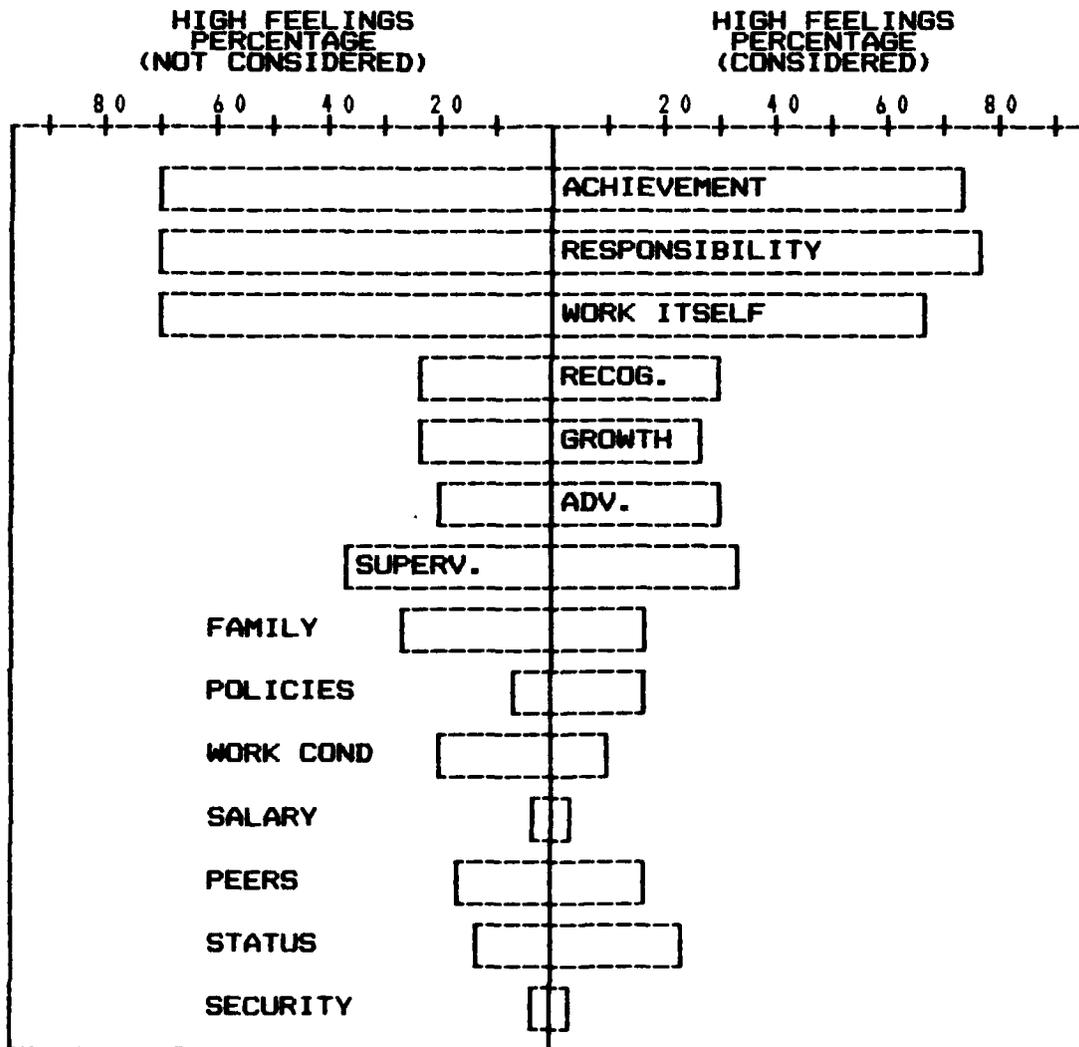


FIGURE 7 IMPACT OF CAREER CONSIDERATIONS

AWC CLASS OF 1985
(RATED ONLY)

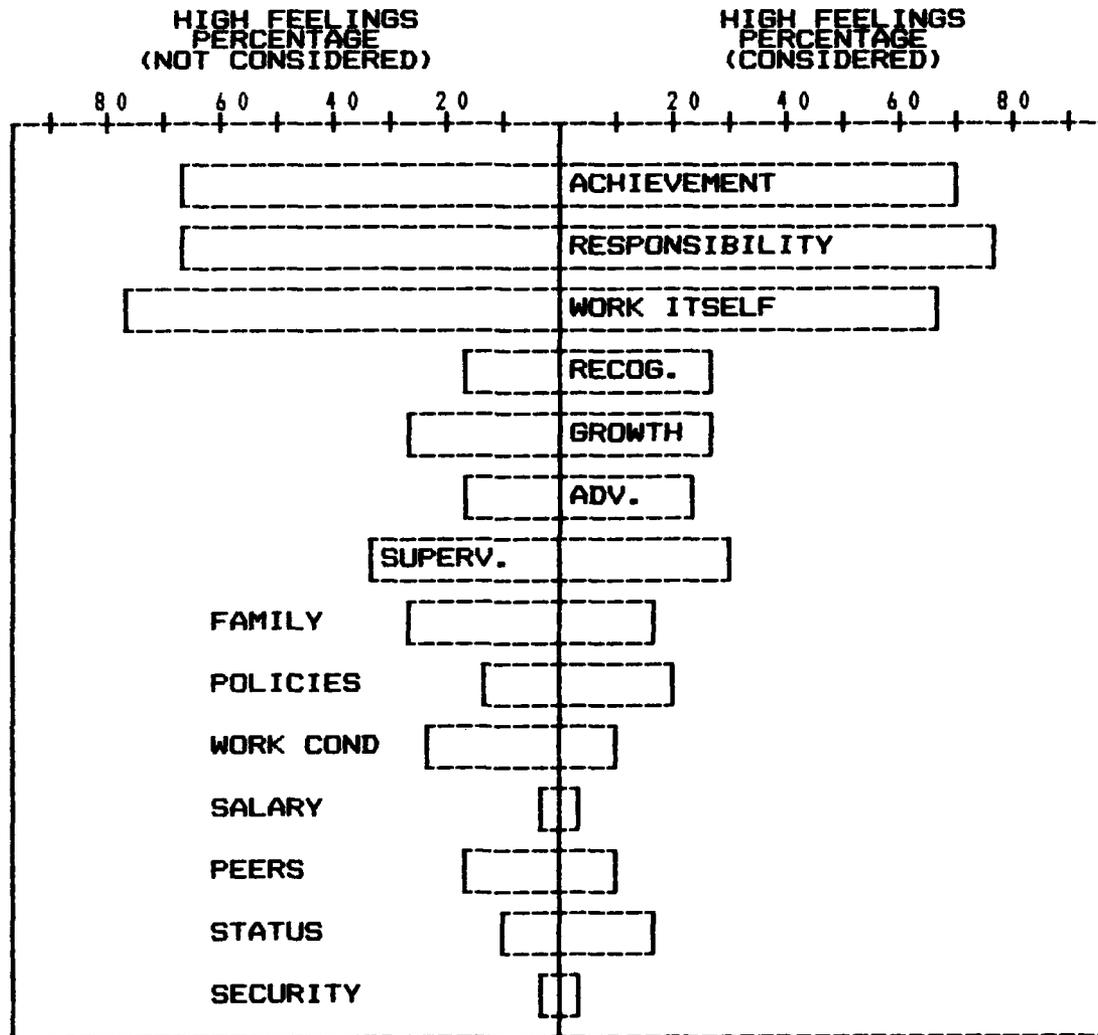


FIGURE 8 IMPACT OF CAREER CONSIDERATIONS

AWC CLASS OF 1985
(NONRATED ONLY)

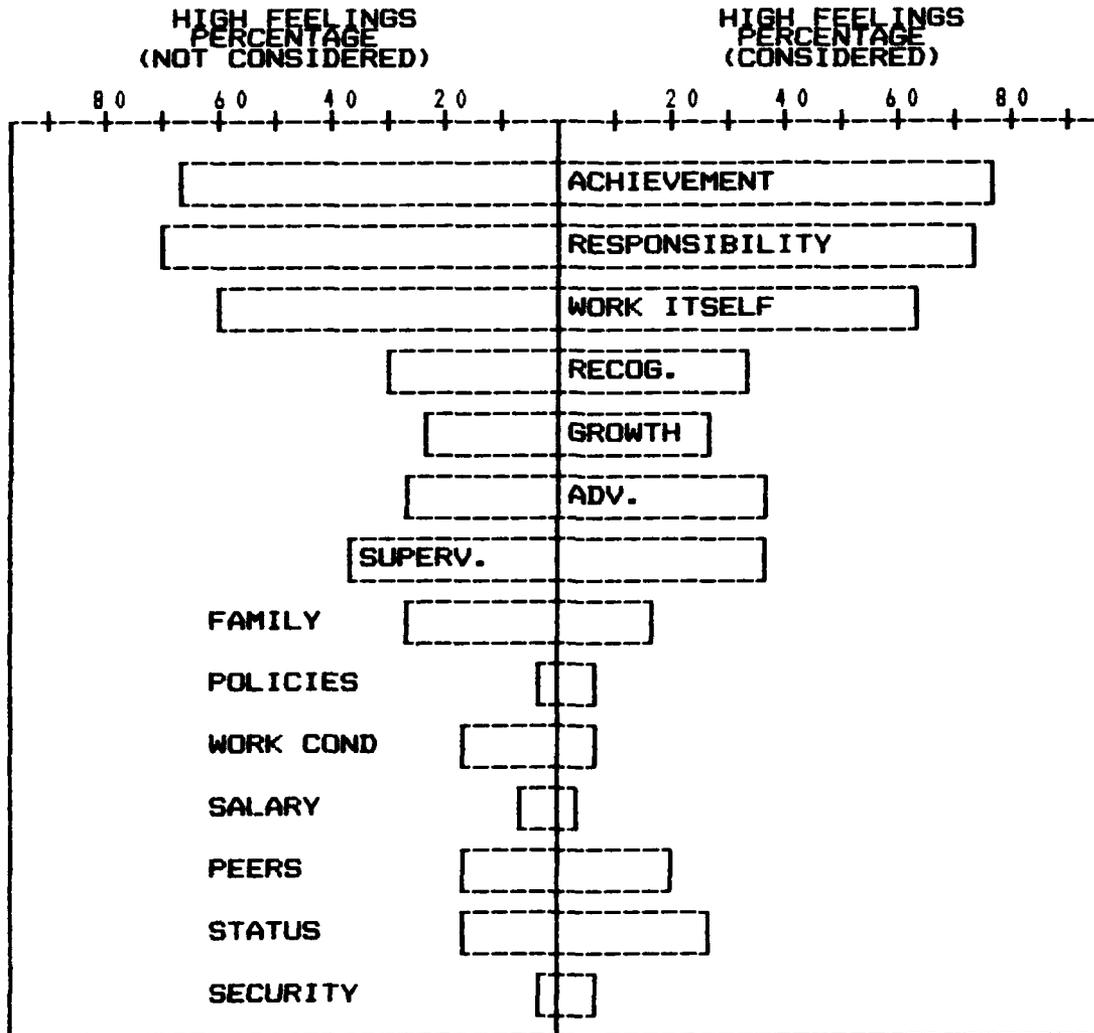


FIGURE 9 IMPACT OF CAREER CONSIDERATIONS

CHAPTER V

CONCLUSIONS AND RECOMMENDATIONS

CONCLUSION The survey results indicate that motivational factors, particularly achievement, responsibility, and challenging work, are perceived by the respondents as critically important in their job satisfaction. While it is difficult to quantify the relationship between success and job satisfaction, a close correlation can certainly be inferred. The members of the Air War College are among the most select lieutenant colonels and colonels in the Air Force. It is not unreasonable to conclude that their success is in large part related to their motivational drive. Herzberg implied in his theory that without motivation, no worker will perform above some minimal level of performance--generally a level adequate to meet the minimum acceptable goals of the organization. The AMA survey of chief executives also found that the key influence to the chief executives' success "was a personal and deep need to achieve results". (5:11) Obviously an environment devoid of responsibility or potential for achievement will not provide the challenge and motivation needed to take "risks" and succeed.

Although the survey deals with a very limited sample of senior Air Force officers, there is reason to believe that all Air Force personnel share the same basic motivational needs. The level of challenge, responsibility,

or potential of achievement needed to motivate may vary drastically from individual to individual. In fact a job which is too challenging may frustrate rather than motivate. Therefore, the level of challenge must be balanced with the ability of the individual. It is important to note that there are also some jobs which provide little motivation potential for an individual of average or above average intelligence. In industry such work includes assembly line work. There is probably no way to enrich such job and industry must recognize that ever increasing hygiene factor support is necessary to prevent high turnover. In the military, some security police, hospital orderly, food services, and other positions fall into that category. Since the military has no control over salary levels and little leeway in providing additional hygiene support, retention in these career areas will probably be limited.

The average Air Force member today is probably more educated than ever before. This situation although desirable presents a dilemma. Secretary of the Air Force, Verne Orr last October noted:

. . . 43% of all our officers have masters and doctors degrees. I checked the last Brigadier General's list and 91% of all the selectees had either a masters or doctors degree. 99% of all the young people coming in the enlisted ranks have high school diplomas. Now, people with that much education need to be challenged . . . (10:2)

This situation is in concert with the survey results. Responsibility and the potential for achievement are an embodiment of challenging work. The Air Force must

recognize that motivational concepts are universal and the personnel management systems must be structured to meet the motivational needs of the individual.

The survey provided little insight into the negative career aspects. The respondents were generally highly motivated and, as noted before, fairly secure both financially and in their career. Among the remainder of the Air Force population, especially the lower ranks, the hygiene factors have significant impact. This is reflected in recruitment and retention which generally follow national economic trends. Recruitment and retention are generally high in times of poor national economic conditions and low in good economic conditions. In addition to the financial aspects, the turbulence of service life and a perceived lack of government support for the military add significantly to negative pressures. While these negative factors by themselves contribute greatly to loss of qualified people the effect is even more devastating when individuals who are unmotivated and unchallenged are not provided adequate hygiene support (adequate salary, family stability, etc.).

RECOMMENDATION This research indicates that senior Air Force officers favorably responded to responsibility and challenge. The AMA survey of chief executive officers similarly found that chief executives respond to and learn from challenges. The AMA survey further notes that this challenge must be extended to junior individuals as well. (5:37) Consequently, it is important that the Air Force

personnel management system be structured with this goal in mind. Simply, the system must match jobs to individuals not just the needs of the Air Force.

Except for the minimal information available on the AF Form 90, little insight is available to the personnel system about an individual's desires or aspirations. Since the system is unresponsive to the individual, many officers work their own agenda by using the name request process. To develop a truly motivated force will require more extensive information about a person's abilities, desires, and career expectations. For example, an engineer may very well be motivated and excel in technical related activity--project or program engineer, laboratory research, etc. This individual may have little desire to command. Such an individual is challenged by the technical aspects and probably bored with the prospect of command or achieving senior rank. It is inevitable that such a person will leave the service if he or she is not provided the technical challenge in the Air Force. Similarly, many pilots may want to continue to fly. The personnel management system must be structured to permit this.

The system must be able to resolve differences within the same career area. For example, in the general category of engineering, 28XX, some individuals prefer the purely technical aspects while others are challenged by the management aspects. Simply assigning an individual on the basis of Air Force Specialty Code (AFSC) may not be

productive. Assigning a highly technically oriented individual to program management and a management oriented individual to a laboratory even though both have the same AFSC may result in the loss of both individuals to the Air Force.

In an ever increasingly competitive environment for human resources, the Air Force must be as resourceful as industry or lose the contest for good people. Simply put, individuals and jobs/careers must be matched to develop a dedicated, motivated force. The retention numbers are again on the decline. Even if this were not so, retention itself does not necessarily reflect the quality of the force. That may be especially true in the technical disciplines where we may well not be attracting the best most motivated people. There is no question that some jobs are undesirable and must be shared by all, but on the whole, there are generally enough differences in individual desires and aspirations to meet the needs of the Air Force. The personnel management system must be structured to take advantage of these differences. To make a "whole man" out of every individual may be counterproductive from a motivational aspect and there are probably enough individuals in the Air Force who want to be "whole men" to fill the position requiring this trait. In the final analysis, the differences in human beings may very well make it possible to meet the needs of the Air Force by meeting the needs of the individual.

The hygiene factors cannot be ignored nor should

they be assessed as the basis for motivation. Attacks on retirement, salary, lack of compensation for moves, extensive family separation and others all contribute to problems of retention. Increasing compensation alone may improve retention, but such improvements are generally short lived. Consequently, the military and government in general must recognize that the building of a strong, qualified, and motivated military depends not only on adequate compensation for the unique characteristics of service life but also on providing challenging and rewarding work. The British recognize the need for hygiene factors and formalize this in law. They note: "To compensate for turbulence and other disadvantageous features of service life an additional element is included in pay; this is known as the X Factor and . . . reviewed normally every two years." (11:56)

This research paper drew on the experiences of a relatively few, select senior Air Force officers. But, these officers came from the same basic social fabric as all Air Force members. While their abilities may differ, their desire for achievement, responsibility, challenging work, psychological growth, and other motivational factors is no different from other Air Force members. Recently, General Mullins, the Commander of Air Force Logistics Command linked leadership to motivation. In an address entitled "Leadership Means Motivating People" he noted:

The ability to understand and deal effectively with human beings--to get them to fully exploit their own capabilities, and overcome their shortcomings--to

give them the opportunity to find success in life, and the courage to make good on that opportunity--in effect, the ability to capture and direct their spirit, and to guide them from where they are to where they need to be--that's what leadership is really about. . . . (12:2)

Paying attention to people, recognizing what motivates them and implementing personnel practices which take advantage of motivational factors can lead to a highly motivated Air Force which certainly will make leadership a simpler task and substantially help future Air Force leaders meet their destiny.

APPENDIX

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