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MOTIVATION - HYGIENE THEORY PROFILE
OF
UNITED STATES ARMY RECRUITERS

by
DONNA SMITH

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Submitted in Partial Fulfillment of The Requirements
for The Degree of Master of Engineering Administration

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Department of Mechanical and Industrial Engineering
College of Engineering
UNIVERSITY OF UTAH
August 1987

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ACKNOWLEDGMENTS

Many people were instrumental in the completion of this report and I would like to express my appreciation to some of them

It was both a pleasure and a privilege to work with Dr. Frederick Herzberg, one of the world's best-known behavioral scientists. Dr. Margaret (Pat) W. Miner gave freely of her time and provided invaluable assistance. Dr. Sanford Baum encouraged me, and at times, he had even more confidence in me than I had in myself

A special thanks to the recruiters that responded to my survey. The United States Army Recruiting Command was very supportive, particularly San Francisco Recruiting Battalion. They not only returned the surveys first, but also had the highest sampling percentage.

Finally I want to thank my family for their never ending love, support, understanding and patience. My mother also willingly typed and edited the report without either losing her sense of humor or running out of patience.



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ABSTRACT

This comprehensive engineering report is a pilot study which uses Dr. Frederick I Herzberg's Motivation - Hygiene (M-H) Theory to evaluate U. S Army recruiters.

Six battalions were evaluated. The approach was a comparison between those recruiters selected by their battalion commanders as the battalion's best recruiters, against an equal number of all other recruiters in the battalion. There are 62 best recruiters and 61 others, for a total of 123 subjects. Each recruiter was requested to provide both a positive and a negative critical-incidents response, resulting in 226 events.

Two hypotheses were evaluated using chi square tests. Both hypotheses were statistically significant and were supported at critical levels well beyond 0.005

1. Army recruiters show a predicted or typical M-H profile to other occupations.
2. Successful recruiters, as judged by the battalion commanders, are more positively related to the typical M-H profile than are the nonselected (others) recruiters

The pilot study was a success, although tighter controls should be implemented for future studies. The findings indicate that further studies could benefit U. S Army Recruiting Command

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Area Commander

U. S. Army Recruiting Command

Salt Lake City, Utah

Sept 1980 - Oct 1982

The first female Area Commander to successfully complete command in the U. S. Army Recruiting Command. Overall responsibility for the recruiting mission of active Army, reserve and officers' candidate school, with an average monthly assignment that exceeded 50 people per month. The area of responsibility was one of the larger areas in the recruiting command, consisting of the entire state of Utah, eastern Nevada, a corner of Wyoming and some counties in Idaho. The recruiter strength averaged 25 and consisted of active duty Army, reserves and civilians. The number of stations fluctuated from a high of ten to a low of six.

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13th Corps Support Command

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Overall responsibility for the soldiers and equipment within the truck company. The company received more commendables than any other company within the major command during its Annual General Inspection. Commanded more convoys than any other officer, during a two month fuel hauling mission, using tactical vehicles, in support of the Air Forces Strategic Air Command.

EXECUTIVE SUMMARY

This comprehensive engineering report uses Dr. Frederick I. Herzberg's Motivation-Hygiene (M-H) Theory to evaluate U. S. Army recruiters. It is a pilot study which indicates that Army recruiters show a similar motivation-hygiene profile to other occupations. The study also begins to establish profiles for successful recruiters and shows a critical difference between those recruiters selected by the battalion commander, as the battalion's best, and a random sampling of an equal number of other recruiters within the battalion. Depending on the desires of the Army, the study should be continued and ultimately could provide a way to better predict the success of soldiers selected for recruiting duty.

During fiscal year (FY) 85, 1143 recruiters involuntarily left recruiting, in FY 86, 921 involuntarily left, and during the first quarter of FY 87, 219 involuntarily left. This personnel turnover creates many expenses, involving both monies and morale. At the end of the first quarter of FY 87, 7558 active Army recruiters were assigned to the U. S. Army Recruiting Command (USAREC). Therefore, involuntary losses represent an average turnover of approximately 15 percent of the total recruiter strength. If selection criteria could be established to decrease involuntary losses and better indicate success of those soldiers selected for recruiting duty, the benefits would be tremendous.

The M-H Theory has been confirmed by over 50 studies in various populations. The Theory has held from the lowest-level

job to the highest-level job. It has also held in cross-cultural populations. The critical-incidents study of job satisfaction requires less than an hour for each employee to complete. It then takes about ten minutes to code each study and compare it to the standard. For these reasons, this procedure could be incorporated into the current recruiter selection process with nominal effort and expense. The rewards would include reduced financial costs, increased personnel productivity and increased personnel morale.

Several approaches are possible but have been eliminated due to constraints of time, money and ready availability of the proper sample. Therefore this pilot study used a lesser criterion measure to determine if it is feasible and desirable to continue the study further than is practical or possible within a comprehensive engineering report.

The approach was a comparison between those recruiters selected by their battalion commanders as the battalion's best recruiters, against an equal number of all other recruiters in the battalion. Approximately 50 percent of the recruiters within the six selected battalions were given surveys. There are 62 *commander selected* recruiters and 61 nonselected (*others*) for a total of 123 subjects who completed and returned the surveys. Each recruiter was requested to provide both a positive and negative critical-incidents response; however, some recruiters provided only a single response, consequently there are 226 events.

The purpose of the study is to determine the role of motivation in recruiting. The crucible variable is the recruiters' satisfaction with their job. The study was an attempt to evaluate motivation as a predictable variable of Army recruiters. The

dependent variable was the battalion commander's rating and the independent variable was the source of satisfaction and dissatisfaction

A consolidated organizational profile of all the subjects was developed, plus profiles of the Combined Battalions of *commander selected* and the Combined Battalions of *others*. In addition, profiles for each battalion, separated into *commander selected* and *others*, were developed. This is the first Motivation - Hygiene Theory study of Army recruiters.

Two hypotheses were tested:

1. Army recruiters show a predicted or typical M-H profile to other occupations.
2. Successful recruiters, as judged by the battalion commanders, are more positively related to the typical M-H profile than are the non-selected (*others*) recruiters

Six battalion commanders were contacted by telephone and then by letter to assist in the study. Once the surveys were completed and returned they were coded. A reliability check was done on the original coding. There was agreement between the two independent coders for 92.9 percent of the factors. Disagreements were coded by Dr. Miner, Dr. Herzberg's assistant, in order to reach a 100 percent agreement.

Hypotheses testing was conducted, using chi square testing. The hypotheses were tested at both the 0.01 and the 0.05 critical levels. Both the first and second hypotheses were statistically significant with one degree of freedom well beyond the 0.005 critical level. Therefore Army recruiters do show a typical M-H

profile with successful recruiters (*commander selected*) having an even more typical profile than the *others* recruiters. Motivator anxiety appeared frequently, particularly with the *others* group.

The pilot study was a success; although tighter controls should be implemented for future studies. The findings indicate that further studies could benefit USAREC. The next step would be to compare released TTE recruiters against successful recruiters and develop a profile of unsuccessful and successful recruiters. Recruiters released under any of the other categories could also be profiled. The final result would be to administer the critical-incident questionnaires to all soldiers nominated for recruiting duty and coding their responses against the profiles of unsuccessful and successful recruiters. This would allow USAREC the ability to better predict soldiers who would be successful as recruiters.

I. INTRODUCTION

Background

Finding quality personnel is a challenge every organization faces. Another related challenge is selecting a recruiting force to assist in attracting and screening prospective personnel that will fulfill the organization's personnel requirements. This is especially true with the All Volunteer Army.

The U. S. Army Recruiting Command (USAREC) was activated in 1964. "Primary consideration for reorganizing USAREC was given to providing proper supervision and support for the field recruiter engaged in active productivity, and to insure commandwide consistency in the grade structure of enlisted personnel" (Appendix A, USAREC Regulation 10-1). The mission of USAREC is to recruit personnel from civilian life for the Regular Army (RA) and the U. S. Army Reserve (USAR). The mission further requires USAREC to assist in Army National Guard (ARNG), Reserve Officers' Training Corps (ROTC), and special personnel recruitment efforts when requested. For purposes of this study the only mission requirement to be considered will be recruiting for the RA.

USAREC was activated after an ad hoc committee was formed in December 1963 and it had completed studies of all aspects of the recruiting mission. "The committee found that fundamentally the recruiting organizational structure was unsound, that available personnel were not being utilized most effectively, and that, in

numerous instances recruiters were not positioned in areas which permitted maximum exploitation of the manpower potential for new enlistments" (Appendix A, USAREC Regulation 10-1).

USAREC is organized into five recruiting brigades, 56 recruiting battalions, 256 recruiting companies and a fluctuating number of recruiting stations in excess of 2000. The five brigades are United States Army 1st Recruiting Brigade (Northeast), United States Army 2d Recruiting Brigade (Southeast), United States Army 4th Recruiting Brigade (Midwest), United States Army 5th Recruiting Brigade (Southwest), and United States Army 6th Recruiting Brigade (Western). There is not a 3rd Recruiting Brigade. The nine United States Army Recruiting Battalions within the 6th Brigade are Seattle, Salt Lake City, Sacramento, Portland, Honolulu, Phoenix, San Francisco, Santa Ana and Los Angeles. Salt Lake City Recruiting Battalion has four recruiting companies: Ogden, Boise, Butte and Salt Lake City. There are seven recruiting stations and 35 assigned recruiters (23 are active Army and 12 are USAR) within the Salt Lake Recruiting Company (See Figure 1).

According to Master Sergeant (MSG) Riggs, who is chief of the recruiting selection team, USAREC is authorized 7296 active Army recruiters to recruit for the RA. The current guidance requires 102 to 104 percent of authorized strength to be assigned. MSG Riggs also stated that at the end of the first quarter of fiscal year 1987, 7558 active Army recruiters were assigned to USAREC. In order to sustain the recruiter strength, soldiers are either involuntarily nominated by career divisions for recruiter duty, or soldiers can volunteer. Selected soldiers were detailed to perform a three year tour with USAREC. This tour was extended, in early 1987,

from three to four years. Career divisions are responsible for providing nominations to the Adjutant General Branch, who is responsible for final selection and management of soldiers on recruiting duty.

The selection criteria for recruiters is outlined in Appendix A of Enlisted Personnel Management Directorate Operating Instructions No. 601-1 (1) and the following standards must be met:

1. Be in grade E6 or promotable E5. (E5 and E7 are permissible for volunteers only).
2. Have a favorable record as recorded on the individual's enlisted efficiency report (EER). The EER weighted average must be average or above average for the grade and primary military occupation specialty (PMOS).
3. Have at least four years of active duty service, but not more than 12 years.
4. Have a minimum general technical (GT) aptitude score of 110. However, the GT score can be waived to 100 with a skilled technical (ST) aptitude score of 100. GT is a composite test score created by combining the arithmetic reasoning and the verbal comprehension subtests of the Armed Services Vocational Aptitude Battery (ASVAB). The ST is also a composite test score that measures skills such as the ability to read technical manuals.
5. Be a high school diploma graduate or have a high school general education development (GED) certificate with at least one year of college (CLEP/DANTES are not acceptable).
6. Not exceed the following number of dependents, including spouse: E5, not more than two; promotable E5, not more than three; E6, not more than four; and E7, not more than five. Sole parents are not acceptable.

7. Meet the Army height and weight standards.
8. Be at least 21 years of age, but not 35 years or older, at time of notification of selection.
9. Have a minimum physical profile of 132221. This can be waived by the commander of USAREC. The physical profile serial or numerical code is PULHES which relates to the six physical categories of physical (P), upper extremities (U), lower extremities (L), hearing (H), eyes (E), and psychiatric (S). The qualification ratings vary from 1 to 3 with 1 indicating fully qualified, and no limitations, 2 indicating some limitations and 3 indicating severe limitations and disqualified for initial entry into the Army.
10. Be a United States citizen, either by birth or naturalization
11. Hold a military occupation specialty (MOS) that is not restricted from recruiter selection as determined by the United States Army Military Personnel Center.
12. Must have completed one year of service in PMOS following reclassification action.
13. Must have completed the required period of stabilization in their current assignment, or have completed one year on Continental United States (CONUS) station before departure for the Army Recruiter Course (ARC). (If it is less than one year, it must be within the normal turn around time for the grade and MOS.)
14. Must have neither "lost time," e.g., absent without leave (AWOL), on current enlistment or last three years, whichever is longer, nor more than five days during military career.
15. Must not be currently assigned to Military Enlistment Processing Command (MEPCOM) since back to back MEPCOM/Army Recruiting duty assignments are not permitted.

16. Must have 12 months service remaining in current enlistment upon completion of the ARC, or be eligible for extension of enlistment or reenlistment.

17. Must complete favorable dossier check.

18. Must hold a valid state drivers license or be qualified to obtain one

19. Must not be pregnant. Females cannot be pregnant during attendance of the ARC

20. Must not currently be enrolled in the Army's Drug and Alcohol Abuse Program, nor have been enrolled in the past 12 months

21. Have a favorable civilian and military disciplinary record, to include a good motor vehicle driving record.

22. Have no marital, emotional, or medical problems (to include members of immediate family) which could hamper the soldier's performance of recruiting duties

23. Possess excellent military bearing and appearance and have no obvious distracting physical abnormalities or mannerisms.

Even with this careful screening, it is difficult to accurately predict the success of any one soldier in a recruiting assignment. The individual may have been an outstanding soldier while working in assignments such as a cook, mechanic or infantryman, but still fail as a recruiter. The selection criteria does not include a specific indicator for success as a recruiter or salesperson.

Each year there is approximately 25 percent turnover in the recruiter strength. According to MSG Riggs, in fiscal year (FY) 84, 2622 soldiers were nominated for recruiting duty and of those 1873 graduated from the ARC at Fort Benjamin Harrison, Indiana. In

FY 85, 3431 soldiers were nominated and 2433 graduated. In FY 86, 2691 were nominated and 1922 graduated. The 30 percent difference between the number of nominations and to the number of graduations is due primarily to the evaluation of the lieutenant colonel (LTC), who is the nominee's commander, and to the nominee's individual financial report. MSG Riggs claims that only 2 to 3 percent of the soldiers are unsuccessful in the ARC.

After serving four years (it has recently changed from three years) on recruiting duty, soldiers may voluntarily leave recruiting duty and retain their PMOS. MSG Riggs claims that about 1000 soldiers voluntarily leave annually. Soldiers may also elect to remain on recruiting duty upon completion of their initial tour with concurrence of the USAREC commander.

In addition to the voluntary losses, there are five categories of involuntary losses: directed release, unqualified; unsuitable; ineffective and ineffective, new. Directed release is normally given to a soldier who has been in recruiting for several years and is now experiencing "burn-out." Unqualified usually involves physical disqualifications. A recruiter committing an illegal act would be given an unsuitable release. Ineffective releases are given to ineffective recruiters that have been on recruiting duty for more than twelve months, recently extended from nine months. The ineffective, new release is for interns on the Transitional Training and Evaluation Program (TTE). Unsuccessful recruiters probably follow a Poisson Distribution.

The TTE program, governed by USAREC Regulation 350-4 and USAREC Pamphlet 350-2, is a twelve month program. The TTE program was increased from nine months to one year, on or about 1 March 1987. The new recruiter receives evaluations at 60 day,

six month, nine month and one year periods. The station commander, who is a senior noncommissioned officer, has primary responsibility for the TTE program; however, the company chain of command normally has input also. If soldiers are released as ineffective, new, the release does not adversely affect their military career since it is considered unrated time for purposes of the EER. MSG Riggs provided the following loss statistics:

<u>Category</u>	<u>FY 85</u>	<u>FY 86</u>	<u>FY 87 (1st Qtr)</u>
Ineffective, new	215	264	69
Ineffective	222	154	49
Unsuitable	138	182	59
Unqualified	62	56	18
Directed release	<u>506</u>	<u>265</u>	<u>24</u>
TOTAL	1,143	921	219

Alterations in permanent change of station (PCS) rules may account for otherwise unexplainable variances between years, particularly the decrease in directed release from FY 85 to FY 86.

If USAREC had a method to effectively reduce the annual losses, it would be a tremendous benefit, not only through reduced financial costs and increased personnel productivity, but also through increased personnel morale.

Problem

USAREC would like to reduce the number of recruiter relief actions and involuntary recruiter reassignments. One approach to resolving this problem is to analyze the unsuccessful recruiters and develop a profile of them. A recruiter selection criteria could then be developed which could prevent the selection of recruiter nominees who are "high risk," based on the established profile.

The profile could be developed in several different ways. One method would be to examine recruiter relief data for a one to three year period and conduct interviews of a statistically adequate sample of relieved recruiters and recruiters currently under suspension or relief action to determine the characteristics of these unsuccessful recruiters. This could result in recruiter selection criteria.

Another approach would be to develop the profile of a successful recruiter and use it as the selection criteria for nominated soldiers. Success in recruiting could be determined in various ways or combinations of ways. One measure would be the caliber of the personnel the recruiter enlisted into the Army. Another measure would be EER weighted average scores. Still another measure could be the recruiter's satisfaction with the job itself. Subjective selection of the best recruiters by the chain of command, at the station, company or battalion level is another measure of success. USAREC has an award system involving points and badges for making and exceeding monthly individual production objectives or missions. This award system could be used in determining success.

The approach used in this study was a comparison between those recruiters selected by their battalion commanders as the battalion's best recruiters (approximately the upper one quarter) against an equal number of all other recruiters in the battalion. The purpose of the study is to determine the role of motivation in recruiting. The crucial variable is the recruiters' satisfaction with their job. The study attempted to evaluate motivation as a predictable variable of Army recruiters. This was accomplished by

measuring both positive and negative critical-incidents responses as written by the recruiters. The method was the same as that used to develop Dr. Frederick Herzberg's Motivation-Hygiene Theory as described in the following chapter. The dependent variable is the battalion commander's rating and the independent variable is the source of satisfaction and dissatisfaction.

The study will test two hypotheses.

- 1 Army recruiters show a predicted or typical motivation-hygiene (M-H) profile to other occupations.

- 2 Successful recruiters, as judged by the battalion commanders, are more positively related to the typical M-H profile than are the non-selected (*others*) recruiters.

A better criterion would be comparing those soldiers released from recruiting duty during the TTE period against those recruiters deemed most successful by one or more of the methods described earlier. This was impossible at the time, due to constraints of time, money and the ready availability, for sampling purposes, of soldiers released under the ineffective, new category. Therefore, this study used the lesser criterion measure of the battalion commanders' selections. It is a test, or pilot study, to determine whether or not additional research should be pursued. Since the study was successful, if USAREC decides to continue with this study, the next step would be to compare released TTE recruiters against successful recruiters and develop a profile of unsuccessful and successful recruiters. Recruiters released under any of the other categories could also be profiled. The final result would be to administer the critical-incident questionnaires to all soldiers nominated for recruiting duty and coding their responses against

the profiles of unsuccessful and successful recruiters. This would allow USAREC the ability to better predict soldiers who would be successful as recruiters. It could then be expanded to include other recruiters, particularly USAR recruiters.

The data collection for this study was done by first contacting the 6th Recruiting Brigade and requesting their cooperation and recommendation of five or six battalions to participate in the study. The six battalion commanders, or their executive officers, were then contacted by telephone in order to explain the study and request assistance. Following the telephone conversation, a letter with detailed instructions (See Figure 5) and the blank survey forms were sent to each participating battalion commander. The forms were color and letter coded to differentiate between those recruiters selected as best by the battalion commander and those nonselected as *others*. Form B, which was a blue form, was used for *commander selected* recruiters (See Figure 6), and Form T, which was a tan form, was used for *others* recruiters (See Figure 7). It was stressed that names or other identifying marks were strongly discouraged. Each subject was requested to submit two incidents, one positive and one negative experience. Once the survey was completed the battalion commanders returned them and each event was coded. A reliability check was made on the original coding. Hypotheses testing was then conducted using primarily chi square testing. It was expected to have approximately 100 best recruiters and 100 others for a total of 200 subjects and 400 events. There were actually 62 best recruiters with 115 events and 61 others with 111 events, or a total of 123 subjects and 226 events.

In summary the study showed that recruiters have a typical Motivation-Hygiene profile and that there is a difference in the profiles between the best recruiters, as determined by the battalion commanders, and *others* recruiters.

II. MOTIVATION - HYGIENE THEORY

Description

The factors involved in producing job satisfaction (and motivation) are separate and distinct from those that involve job dissatisfaction. Hygiene elements create more dissatisfaction than satisfaction, while motivators cause more satisfaction than dissatisfaction. The Motivation-Hygiene (M-H) Theory includes the following major principles: 1) Satisfaction and dissatisfaction are not opposite feeling states; 2) The opposite of satisfaction is no satisfaction; 3) The opposite of dissatisfaction is no dissatisfaction; 4) The experience of satisfaction is qualitatively different from the experience of relief from dissatisfaction; 5) There is no neutral point within or between each continuum; 6) There is no overall concept which combines the two feeling states, in other words the feelings cannot be added together; and 7) Eliminating the causes of an individual's dissatisfaction does not produce satisfaction because it is determined by different factors (See Figure 2). How employees are treated involves hygiene; while how they are used involves motivation. If a person does a good job, the employer should reinforce the achievement with motivators. Employers should relieve the pain with hygiene even when performance is not optimal. Hygiene should not be used to manipulate motivation.

The Motivation-Hygiene Theory is actually a Theory of Normalcy. Normalcy can be considered the attempt to operate on both continua. Normal is often confused with the statistical mean on the pain avoidance continuum only. But M-H holds that just

because everyone is doing it, does not mean it is normal. Herzberg defines normal as avoiding pain while seeking satisfaction through growth.

Hygiene relates to the animal nature of trying to avoid pain from both the environment and the primary drives or the biological driven needs. Hygiene hurts when you don't have it, yet it fails to motivate for very long. The major hygiene principles include: 1) Pain avoidance is the underlying dynamic of dissatisfaction; 2) The sources of relief from pain are extrinsic to the individual (or internalized - extrinsic sources, e.g., superego pains); 3) The sources or pain factors are called hygiene factors because they serve to prevent dissatisfaction and they are environmental; and 4) The hygiene needs (avoidance of pain from the environment) are relieved by hygiene factors and are based on the needs of man the animal. Hygiene operates to remove health hazards from the environment of man. It is not a curative, it is, rather, a preventive.

An important hygiene concept is that people will do almost anything to avoid hygiene pain, but hygiene problems cannot be managed in the long-term unless there are motivators in an individual's life. The major dynamics of hygiene needs include: 1) The psychological basis of hygiene needs is the avoidance of pain from the environment; 2) There are infinite sources of pain in the environment; 3) Hygiene improvements have short-term effects; 4) They are cyclical in nature, always returning to physical or psychological zero states; 5) They have an escalating zero point of learned pains or rising expectations; and 6) There is no final answer to hygiene needs; it cannot be solved, only managed. A hygiene reward, once given, becomes a right, in the

mind of the receiver. Psychological pains require more relief than biological pains. Biological pains are limited; whereas psychological pains are infinite.

Motivators are intrinsic to the individual's job. It isn't the treatment of individuals that causes happiness; rather it is what individuals do that makes them happy. Motivators permit psychological growth and provide a positive meaning in life. People cannot do good jobs unless they have good (interesting) jobs to do. The major dynamics of motivation include: 1) The psychological basis of motivation is the need for personal growth; 2) There are limited sources of motivator satisfaction; 3) Motivator improvements have long-term effects; 4) Motivators are additive in nature; 5) The motivator needs have a non-escalating zero point; and 6) There are answers to motivator needs. Again, hygiene is not a motivator.

There are seven hygiene factors and six motivator factors in M-H profile analysis (See Figure 3). All hygiene factors are equally important, but their order of frequency is: 1) Company policy and administration which are the biggest sources of dissatisfaction and should be managed by keeping them as simple as possible; 2) Supervision usually causes more dissatisfaction than satisfaction; 3) Interpersonal relationships include relationships with superiors, peers, and subordinates; 4) Working conditions involve the environment; 5) Salary is the most powerful of the hygiene factors but its dynamics are short-term. Since salary has such a ubiquitous nature, it commonly shows up as a motivator as well as a hygiene. It is primarily a hygiene, but it frequently takes on the properties of a motivator; 6) Status is especially important in the professional fields; 7) Security is the most infrequent hygiene

factor. A deprivation of these hygiene factors can cause job dissatisfaction, but their amelioration does not cause job satisfaction. Pain can be relieved, but this is not normally a source of personal gratification. Normalcy requires that individuals avoid being hurt. If hygiene becomes a motivator then Herzberg calls it abnormal; however, if the frequency is relatively higher than normal, he classifies it as sick.

The hierarchy of motivators, on the other hand, is inversely proportional to the frequency of the individual factors. They are discussed in order of frequency. First, achievement occurs most frequently, but is the least important motivator. It is doing something and feeling good about it. It has a relatively short duration. Second, recognition for achievement causes a lot of slippage in that the employees may feel bad because management failed to recognize them. When salary takes on some of the properties of motivators, it has dynamics similar to recognition for achievement. Third, work itself must be interesting and challenging to be long-term. Fourth, responsibility has the longest lasting effect. Fifth, advancement is normally only short range. Sixth, growth was not significant in first level factors (events that caused either good or bad feelings) of the 1959 study, but it was very significant in the second level factors (the attitudes that are rationalized from those good or bad feelings).

M-H Theory suggests that the motivators should be managed long-term while the hygienes need more frequent attention. Slippage is where motivators are on the hygiene side and the hygiene factors are on the motivator side. These deviations can be attributed to error (unreliability of the measures) and to variations of individual differences among normal people as they experience

their daily lives. On an M-H profile, "slippage" indicates a temporary perception of dissatisfaction with motivators or satisfaction with hygiene, while "inversion" indicates a long-term attempt to achieve motivator satisfaction through hygiene relief (See page 96 for a brief, concise summary of the major principles of the M-H theory).

History

Dr. Herzberg's World War II experiences helped him decide that a society does not go insane because of the insane. A society goes insane when the sane go insane. One of his goals became to keep the sane sane.

Dr. Herzberg's mentor, John C. Flanagan was in charge of the Air Corps' selection of flying personnel and developed the critical-incident methodology. Flanagan moved away from traits and characteristics to what a good pilot, navigator, etc, did. In his critical-incident technique, he asked the instructors when they found it necessary to take the controls away from the students. Flanagan then listed what good pilots and bad pilots did in a crisis, and these incidents became the critical requirements. He claimed there were two ways to describe people, with adjectives or by what they did. Herzberg modified the critical-incident procedures and developed his sequence-of-events approach which became the basis for Motivation-Hygiene Theory. He wanted to find out about people from what happened to them, not from what they told him they felt.

Dr. Herzberg disagreed with the traditional motivation theories. His 1957 survey of 2000 morale studies (Job Attitudes, 1957) found the evidence contradictory and redundant, thus leading

him to suspect their premises. He believed opinions could be measured, but opinions are intellectual, not feelings. Therefore, two distinct questions had to be asked: 1) Are you happy here and what makes you happy here? and 2) Are you unhappy here and what makes you unhappy here? These questions, however, were not the ones used for events in conducting a critical incidents study of job satisfaction. The Motivation-Hygiene Theory was first drawn from Herzberg's examination of events in the lives of engineers and accountants, published in Motivation to Work, (1959).

Later, in the early 1960's, Herzberg coined the term "job enrichment" and applied M-H Theory to job redesign at AT&T and ICI. He describes replications of the Motivation to Work study and job enrichment applications at AT&T in Work and the Nature of Man, (1966). In the 1970's, he renamed his concept "orthodox job enrichment" (OJE) which implies giving more responsibility for decision making and doing so as far down the line as possible. OJE projects are described in The Managerial Choice, (1982).

Methodology

The motivation-hygiene profile is constructed from the responses to two questions: First, describe a time when you felt exceptionally good or bad about your job within the past two years. Second, why do you think you felt the way you did about what happened? This type of questioning ensures that the employees pinpoint an event which describes a change-in-feeling state, and further, that this change is a critical one. These types of responses are more likely to reveal a significant motivational pattern since they focus on the specific event which led to the

change in the employees' attitudes. The employees describe in detail what happened. The events are then classified into factors based on the happenings that occurred during these periods of exceptional feelings. The data is next grouped to determine an organizational profile. In the profile analysis, the factors (described in section II, Description) are ranked according to frequency, rather than importance.

The factors are classified into two levels. The first level involves the description of the event itself in response to the question, what happened? The second level pertains to attitudes or why the event made the individual feel good or bad. On the average, 2.5 factors describe an event. There may be only one or possibly as many as four. The first level factors are more reliable than the second level factors or attitudes. Herzberg's premise is that being happy on the job is not the opposite of being unhappy on the job. Or, as previously stated, satisfaction and dissatisfaction are not opposites since they involve different sets of factors.

In the 1959 study Herzberg et al, rated the questionnaires from specific to general, then eliminated those with general answers. Besides the two questions relating to the two levels, there were details such as when the event occurred and how long the feelings lasted. The classical profile resulted from grouping the critical incident survey. Individual and environmental differences affect motivation and hygiene and account for some of the differences in motivation and hygiene levels.

The proper application of the theory is motivation reinforcement for motivation and hygiene relief for hygiene dissatisfaction, based on normal dynamics. People respond to work according to motivation ability and hygiene taste, so rather than

only looking at the work itself as it relates to the critical event descriptions, one needs to look at the dynamics of both hygiene and motivation.

Replication

As stated earlier, this study focuses on Army recruiters. There have not been any studies with the M-H Theory on Army recruiters so there is no material available relating directly to this area; however, there are a few studies indirectly related. Disappointingly the profile of a "successful recruiter" seems to vary from one study to the next.

Joyce Elaine Zellweger's master's thesis, "Profile of the Successful Recruiter," involves using the Expert Systems Software to evaluate USAR recruiters. She develops and analyzes a model to identify personal attributes of a successful recruiter. She does not use the M-H Theory. She found that personal characteristics such as integrity and motivation, and skills such as listening and informing are substantially more important than the types of attributes generally used to predict recruiter success.

John Norman Taylor's doctoral dissertation, "Anxiety Concepts in the Motivation-Hygiene Theory," uses a sample taken primarily from civilian personnel working at Ogden Air Logistics Center, Hill Air Force Base, Utah. Taylor was The Program Coordinator for an Orthodox Job Enrichment Program intended to increase productivity and enhance the quality of work life for Ogden Air Logistics Center. Two types of anxiety continuums, motivator anxiety and hygiene anxiety were identified in a test and control sample.

Harvey Bernard Karp's doctoral dissertation, "An Investigation of the Motivational Patterns in Industrial Salesmen," is also related since recruiters are salespeople. His research is an empirical study of the motivational patterns operating in a sample of industrial salesmen within the sound theoretic framework of the M-H Theory. He found, among other things, that industrial salesmen are motivationally well-adjusted, that their motivation patterns suggest a high achievement oriented group, with their greatest source of dissatisfaction in administrative blocks to achievement. The findings from this research on recruiters seem to support Karp's findings, particularly that Army recruiters are highly achievement oriented.

Borman, Toquam and Rosse conducted a study in 1977 for The Army Research Institute (ARI). They focused on discovering the performance requirements of the Army recruiter and guidance counselor jobs by defining the underlying task dimensions associated with their jobs. A composite list of task dimensions was established. It contained four broad dimensions: Prospecting Activities, Publicizing the Army, Selling the Army and Administrative Activities. The authors believed the content of the task dimensions suggested the types of personal characteristics and attributes necessary for effective recruiter performance.

Graham et al., conducted a study in 1979 for ARI to obtain information on the nature of Army recruiting job behaviors and personal characteristics, as they are associated with recruiter success. The pilot study used a small sample and the authors warned that the results may not be representative of recruiters in general. Their sample was selected to represent recruiters with high, medium and low records of success, in terms of percentage of

quota achieved. They compared the high and low producers, hypothesizing that high and low producers' scores would differ significantly. Interviews solicited information from recruiters, but few of the characteristics of the self-description data were significantly related to production records.

Brown, Wood and Harris published an ARI study in 1978. They had two objectives: 1) develop a valid criterion of recruiter effectiveness and 2) develop a test battery to identify those soldiers most likely to succeed as Army recruiters. They used Graham et al. pilot study to develop a recruiter selection battery. They used supervisor nominations and found that recruiters are a relatively homogenous group with similar attitudes and opinions, which may have limited the variance in attitude, personal preference and personality inventory scores. The authors suggested possible use of the 20 significant variables in future studies.

In 1982 Borman researched the use of assessment centers in selecting Army recruiters. Under this concept, trained observers rated potential recruiters' performance in several difficult situations simulating actual recruiters' job situations. The assessment center was successful when the Army recruiting force was voluntary. However, since recruiting requirements have increased, most of the Army recruiters are now assigned involuntarily. Since assessment centers were based on the assumption that the soldiers being rated wanted the job, the use of assessment centers to select recruiters is now infeasible.

Weltin, Frieman, Elig and Johnson (1985) related the ratings of the original assessment center and a subsequent development center sample to the number of contracts the new recruiters made during the first year of recruiting. The criterion measure

accounted for geographic differences in sales potential among recruiting battalions. Results indicated that the assessment center ratings had low correlations with job performance. The development center sample was significant in the cold call, interview and speech exercises. Productivity of the recruiter's battalion was the single most important factor in predicting job performance

Elig, Gade and Johnson described a "new approach to recruiter selection research" in their 1983 working paper. Their findings indicated that opportunity bias (Battalion Average Production) explained 32 percent of the variance in productivity, compared to 48 percent reported by Brown et al. They claim recruiter demographic characteristics can be related to recruiter characteristics when opportunity bias is removed, and that demographic data will be useful for selecting recruiters on a non-volunteer basis.

Hahn's (1961) study included critical incidents from 2200 Air Force officers in order to study the problem of reenlistments. The officers' ranks ranged from 2nd Lieutenant to Colonel and were from various commands in the U. S. A. and Europe. He focused on two events those that produced notable personal satisfaction and those that made the officers question the value of an Air Force career. One of the major reasons for analyzing the incidents was to determine the relationship between certain psychological factors and certain characteristics of job situations which were reported by officers as causing either good or bad feelings toward their jobs and careers. The analysis of satisfiers and dissatisfiers tend to support the early Herzberg findings. Hahn's study emphasizes the importance of motivators over the hygiene factors. The study

showed that the basic need of Air Force officers is to actualize their own potentiality within the tasks of their jobs.

Army recruiting, as it relates to the M-H Theory, has not yet been explored. The studies listed above are not true replications. However, they are similar through their research associated with either recruiting, in general, or the M-H Theory as it applies to salespeople or military personnel

Application

The primary application of the Motivation-Hygiene Theory in industry or the military is job enrichment. Herzberg asks two questions of employers. First, are employees treated well (hygiene) and second, are employees used well (motivators)? Organizations can be more efficient by becoming more human. Hygiene programs should be developed to match their dynamics. The proper management of hygiene includes the following techniques:

- 1) Hygiene administration should be kept simple -- the simpler the better (e.g., annual salary is the best and healthiest way to pay employees, while piece rate is the worst).
- 2) Give hygiene for what hurts.
- 3) Give hygiene for hygiene purposes.
- 4) Give hygiene quietly and downplay the "generosity" of the organization.
- 5) Emphasize ethics (fairness) over morality (good taste which is cultural, not universal).
- 6) The fairness of supervision is more important than the style of supervision.
- 7) Most important, identify the type of hygiene problem that exists in the organization. This prescription discourages exaggeration of hygiene problems as well as abnormal inversion and makes hygiene manageable, since it cannot be solved.

There are eight sensory ingredients of job enrichment (See Figure 4). The central ingredient is client/product relationship. The customer or client may be either external to the organization or inside it. The recruiter's client is the Army applicant, and the product is the Army recruitment itself. The next two ingredients, new learning and unique expertise, can be thought of as being in a larger circle surrounding the client relationship. Through feeling satisfaction, new learning leads to unique expertise, which in turn causes feelings that create new learning again. New learning gives the employees the opportunity to grow psychologically. This learning can be either vertical or horizontal. Obviously, horizontal learning does not, in itself, produce coherence or psychological growth. Unique expertise can be thought of as providing the employees with the opportunity to "do their own thing." The last five elements each stem individually from the larger circle containing new learning and unique expertise. These five ingredients are: 1) Direct feedback which should be, not only direct, but also non-evaluative and timely. 2) Self-scheduling makes the worker responsible for the work; not responsible to the schedule. 3) Control over resources makes employees responsible for costs. Cost and profit centers should be pushed as far down in the organization as is feasible. 4) Direct communications authority facilitates all the other ingredients. 5) Personal accountability is both an ingredient of job enrichment and an effect of job enrichment.

Implementing a job enrichment program offers individuals motivators without forcing changes upon them. Motivation is where the individual wants to do something as opposed to movement which is externally motivated through possible threats

or bribes. Herzberg calls this movement KITA or a "kick in the pants." KITA can be either negative or positive, such as a whip or a carrot. It can also be either physical or psychological. Herzberg defines motivation as a function of ability divided by potential, opportunity divided by ability, and reinforcement, or in formula: $Motivation = f(A/P, O/A, R)$. This study will be looking at motivation versus movement. $Movement = f(\text{extrinsic fear and extrinsic reward})$

The major advantages of job enrichment are that it promotes lasting individual growth and competence, it can be implemented quickly, and it minimizes new hygiene problems. The major disadvantages of job enrichment are that an assumed lack of motivators can become alibis, employees may have increased defensiveness for incompetence, and older employees that are adapted to impoverished jobs may not be able to change. Herzberg differentiates between job enrichment or "vertical loading," and job enlargement or "horizontal loading." Horizontal loading is just more variety of the same old meaningless tasks, while vertical loading provides motivator factors. Horizontal job loading is reducing employees' personal contributions, rather than giving them an opportunity for growth in their accustomed jobs. Vertical job loading gives workers more responsibilities and allows them to make decisions. It provides a whole job, making it more interesting and challenging with more levels of complexity.

There are ten steps to job enrichment. First, select jobs where a) motivation can make a difference in performance; b) hygiene is becoming extremely costly; c) attitudes are poor, and d) the investment in industrial engineering (appropriate incentive systems and designs for specific working conditions that facilitate

the most efficient use of the human machine) does not require costly changes. Second, approach these jobs with a conviction that they can be changed. Third, brainstorm a list of job enrichment changes without being concerned about practicality. Fourth, eliminate hygiene suggestions. Fifth, eliminate impossibilities and gross generalities, such as "give more responsibility." Sixth, eliminate horizontal loaded suggestions; only vertical loaded suggestions should be adopted. Seventh, do not allow employees whose jobs are to be enriched to participate directly. Eighth, during the initial attempts, set up a controlled experiment. Ninth, expect a temporary drop in performance in the experimental group, then a long-term rise in quality productivity. Tenth, work closely with key supervisors and be prepared for the first-line supervisors to experience some temporary anxiety and hostility over the changes. Job enrichment should not be a one-time proposition, but a continuous management function.

Motivator factors involve the following hierarchy of growth: What have you learned (knowing more at a behavior level); what do you understand (making connections); what do you think (creativity at a cognitive level); effectiveness in ambiguity (management ability); individualization and unique experience; and finally, real or ethical growth

In summary, behavior leads to attitudes. Attitudes allow you to read behavior and determine what attitudes are acceptable. We cannot change attitudes, but we can change behavior, which in turn leads to new attitudes. Also, there is little correlation between happiness and unhappiness, or between health and illness. These dynamics operate independently. For example, we wash our hands to avoid disease, but we exercise to gain health.

III. RESULTS OF THE STUDY

Reliability

Each of the events was coded independently, first by the writer and then by a bachelor's degree tutor from the University of Utah tutoring center. He was naive as to both the M-H theory and the hypotheses of the study. Coding was done according to Herzberg's Analysis of Factors (Appendix II, The Motivation To Work) with the exceptions of the four following minor additions and one consolidation. Two additions were made under Factor 11. Company Policy and Administration - first level: 11.9. Support provided and 11.10. Support not provided. Two additions were also made under Factor 13. The Work Itself - first level: 13.7. Client Relationship - applicant and 13.8. Client Relationship - public, schools. Factor 6. Interpersonal Relations - supervisor - first level was combined with Factor 9. Supervision - technical - first level. Thus interpersonal relations is limited to subordinates and peers.

There was agreement between the two coders on the coding of events for 92.9 percent of the factors. When disagreement occurred, the event was coded by Dr. Miner, Dr. Herzberg's assistant in order to reach a 100 percent agreement. The frequency bar charts were then made, using the revised coding, with total agreement having been established

Samples and Procedures

The sample consists of 123 recruiters from six battalions in the 6th Recruiting Brigade. The battalions participating in the study

were Phoenix, Sacramento, Salt Lake City, San Francisco, Santa Ana and Seattle. They have a combined total of 665 active Army recruiters assigned. The battalion commanders distributed 149 forms to recruiters in the *commander selected* category and 149 forms randomly to the *others* active Army recruiters. On the average 44 percent of the recruiters within the sampled battalions were requested to participate in the study, 22 percent in each of the two categories (See Figure 8). Unfortunately the response from the recruiters was disappointing. A total of 133 forms, 67 *commander selected* and 66 *others*, were returned. However, ten forms were blank, thus only 42 percent of the *commander selected* recruiters and 41 percent of the *others* actually participated in the study.

Each recruiter was requested to submit one positive and one negative event. Four of the responses were eliminated as non-events since they did not involve a real event with a beginning, middle and end. In other cases, the recruiters only provided a single event, instead of two. Therefore, the study consisted of 62 *commander selected* recruiters and 115 events, plus 61 *others* and 111 events, for a total of 123 subjects and 226 events.

The sample size for three of the battalions was very small; however, profiles were made of all battalions. Phoenix Battalion had five recruiters participate, four *commander selected* and one *others*. Seattle Battalion had eight participate, two *commander selected* and six *others*. Salt Lake City Battalion had 11 participate, 6 *commander selected* and 5 *others*. There were ten or more participants in each category for the three other battalions.

The letters and forms (See Figures 5 - 7) were mailed to the battalions on 26 May 1987. It was requested that the battalions

return the forms as soon as possible after 17 June 1987. The writer followed up with phone calls to each battalion on 18 June 1987. San Francisco's forms arrived first, on 19 June 1987 and the last two battalions, Seattle and Phoenix arrived on 13 July 1987. Since the writer was not personally in the battalions, it is impossible to know how much time the recruiters were given in order to complete and return the forms.

Since a comparison was made between the *commander selected* and *others* groups, an attempt was made to identify elements that might account for the difference. Recruiters were asked to tell how long they had been with USAREC. A few of the responses, such as "Too long," and "Obviously not long enough," were eliminated. On the average the *commander selected* recruiters had been on recruiting duty for a little over three months longer than the *others* recruiters (See Figure 9). There were exceptions, but again, in some cases the sample sizes are very small. The *commander selected* recruiters in two of the battalions, Salt Lake City and Santa Ana had, on the average, less time in USAREC than did the *others* recruiters.

The median time with USAREC, for both the *commander selected* and *others*, was 24 months. The least amount of time on recruiting duty was 5 months, which was an *others* recruiter, and the most amount of time was 108 months, which was a *commander selected* recruiter.

A soldier is detailed to recruiting for four years, just recently increased from three years. Since the length of detailed time with USAREC is now in a transitional stage, 41 months was selected to separate detailed recruiters from career recruiters. Of the 48 *commander selected* responses, 40 recruiters, or 83 percent, were

still in the detailed status. Forty-three of the 51 *others* recruiters, or 84 percent, were still detailed. Therefore, only a small percent of the sample were career recruiters.

A recruiter is on the TTE program for 12 months and since it, too, is in a transitional period, 10 months was selected to represent those in the sample who were currently in the program. There were two *commander selected* recruiters, or 4 percent, in the TTE program. Both recruiters were from San Francisco Battalion. However, there were seven, or 14 percent, of the *others* recruiters in the TTE program.

Recruiting experience may account for part of the difference between *commander selected* and *others* recruiters. However, the only big difference is the variance within the TTE program.

The selection of the recruiters' responses was interesting. The responses were classified in four ways: a good event listed first, a bad event listed first, both bad events, or both good events (See Figure 10). On the average, the *others* recruiters wrote about a good event first, 56 percent of the time, while the *commander selected* wrote a good event first, only 48 percent of the time. The *commander selected* wrote a bad event first, more often than did the *others*, 34 to 29 percent, respectively. The *commander selected* and *others* each wrote both bad events about twice as often as both good events. The *commander selected* recruiters exceeded the *others* in both bad and both good responses.

Although the sample size for Salt Lake City *others* is only five, they each responded either with a bad event first or both bad. Seattle's *commander selected* of two both wrote a bad event first.

The purpose of this report is not to evaluate the significance of these responses, as to selection of good or bad. However, the

findings are different from what would have been expected since it would normally be assumed that *commander selected* would be more positive-oriented than the *others*.

Two additional elements were explored: the time since the event occurred (See Figure 11) and the time that feelings about the event lasted (See Figure 12). On the average, the *commander selected* bad events occurred prior to the occurrence of the good events, and also the feelings about bad events lasted longer. The *others* good events occurred prior to the bad events and lasted just slightly longer. The median reversed the times that the feelings lasted for the *others* recruiters. A number of responses had to be eliminated since they could not be quantified, such as: all the time, several months, every day, day in and day out, not long, a short time, a few hours, quite a while, recently, a long time and forever.

Generally, the average event occurred within the past year, and feelings about good events lasted about two months, while feelings about bad events lasted about twice as long. This was true for both groups within the battalions.

It is possible that any or all of the above elements may have affected the outcome of this study. Although they have not been evaluated in detail it is worth being aware of their possible impact on the study.

The survey forms themselves are confidential, therefore they have not been included directly in this report. However they were made available for the committee to review.

Motivation - Hygiene Analysis

Profiles of first and second-level factors for the total of the combined battalions are in Figure 13. The profiles of the combined *commander selected* and *others* are in Figures 14 and 15 respectively. The six battalions' profiles are in Figures 16 through 27, in alphabetical order, with *commander selected* first, followed by *others*. It will be necessary to refer to these figures for the discussion under this sub topic. It may also be helpful to refer to Figures 28, 29, and 30 which show a comparison of all the first-level profiles plus a consolidation of Herzberg's earlier investigations. The comparisons eliminate the individual factors and summarize job satisfaction and dissatisfaction for both hygiene and motivators. According to Work and the Nature of Man (page 96), the first-level analysis of events is more objective than the second-level analysis, which is more subjective. Therefore, first-level analysis will take precedence over second-level analysis, and will be explored in much more depth.

Hygiene Analysis and Problems

Security was not mentioned by any of the recruiters in the first-level factors. It was mentioned five times in the second-level factors, once in the *others* profile and four times in the *commander selected* profile. Each of the five represented negative events. Since the *commander selected* are supposed to be the top 25 percent of the battalion, the writer expected more insecurity with the *others* than with *commander selected*. The comments were to the effect that the recruiters felt their careers were at stake.

Salary was only mentioned once and that was as a satisfier in the first-level in the *others* profile. The base salary for

recruiters is the same as any other soldier with the same rank and time in service, but recruiters are given some additional money for being on recruiting duty. However, the money is not sufficient to cause salary to be a major factor in recruiting duty, as compared to any other soldiers' duties.

Recruiters normally work in nice facilities, so that element of working conditions was not a factor. However, 11 recruiters, 4 *others* and 7 *commander selected*, commented about too much work. One *others* recruiter mentioned that the work was isolated in the rural areas recruiters are frequently in a station with a single recruiter located several miles from any other recruiter or military support. Therefore, isolation could be a bigger factor in a larger sample of recruiters. Surprisingly one *commander selected* recruiter commented that there was the right amount of work.

In the combined total profile the recruiters received almost as much satisfaction as dissatisfaction from interpersonal relations. It accounted for more satisfaction in the hygienes than any other hygiene element. The slippage is especially evident in the *others* profile: 1.64 percent of dissatisfiers and 5.36 percent of the satisfiers. The *commander selected* profile is more typical of the M-H predicted profile.

Status caused more satisfaction than dissatisfaction. It is interesting that status, as a first-level factor, caused dissatisfaction solely in the *commander selected* profile, not in the *others* profile. It accounts for more satisfaction with the *others* than with the *commander selected*.

Personal life was a factor causing dissatisfaction an equal number of times for both *others* and *commander selected*. It was a factor in satisfaction once, in the *others* profile.

The profile pertaining to the factors of company policy and administration and the one for supervision are typical for both *commander selected* and *others*. There is much more dissatisfaction than satisfaction in both factors, while at the same time company policy and administration account for more dissatisfaction than does supervision.

Sacramento Battalion *commander selected*, however, had more dissatisfaction from supervision than any other hygiene factor. It also accounted for the single working conditions satisfier, but did not have any dissatisfiers from working conditions. The *others* Sacramento Battalion had the single personal life satisfier and no dissatisfier in personal life.

Working conditions in San Francisco *commander selected* appears to be somewhat high as a dissatisfier. There were six recruiters who commented on this element, while only three recruiters commented on it as a dissatisfier in San Francisco Battalion *others*. These same recruiters also received more dissatisfaction from supervision than from company policy and administration.

Santa Ana Battalion *others* received more satisfiers from interpersonal relations than dissatisfiers. Seattle *others* had more dissatisfaction from supervision than from company policy and administration. Interpersonal relations in Salt Lake City Battalion *others* accounted for satisfaction, but no dissatisfaction.

Phoenix Battalion *commander selected* experienced more dissatisfaction from interpersonal relations than from company policy and administration. Santa Ana Battalion *commander selected* received the same amount of dissatisfaction from both supervision and company policy and administration.

Motivation Analysis and Problems

Overall, recognition for achievement is quite depressed (13 percent) and has considerable slippage also (14 percent). This is even more pronounced in the Combined Battalions *others* since dissatisfaction exceeds satisfaction in the recognition factor. There were the same number of events, involving recognition, that contributed to satisfaction as dissatisfaction in the Combined Battalions *commander selected*, although the percentage of satisfiers is a little higher. This is an area that the commanders at various levels may want to explore in order to improve their recognition systems. They need to make recognition fair and equitable in order to reverse the motivator inversion.

Achievement accounted for the third highest level of dissatisfaction in the Combined Battalions *commander selected*. It accounted for the second highest level of dissatisfaction in the Combined Battalions *others*. As expected, it accounted for more satisfaction than any other factor in both the *commander selected* and *others*.

Advancement was only a factor once, in the Combined Battalions *others*, as a satisfier. Since promotions are not controlled locally, but by Department of the Army, it would be expected that advancement would not be a factor unique to recruiting, but similar for all soldiers.

Growth also had more slippage than expected in both *commander selected* and *others*. *Others* had growth as a factor, both as a dissatisfier and a satisfier, more than did *commander selected*.

Responsibility had more dissatisfaction than satisfaction associated with it. Again, this was particularly evident with the

Combined Battalions *others* There were three events involving dissatisfaction and only one with satisfaction. *Commander selected* were equal for satisfaction and dissatisfaction, two on each side.

Work itself also had more slippage than expected. All but one of the work itself satisfiers had to do with the client in both the *commander selected* and *others* sections. The single exception was creative work for both categories. The dissatisfaction in work itself was caused by client relationship and the work being too difficult. In *commander selected*, seven negative events were client relationships and six were that work was too difficult. In *others*, ten were client relationships and six were difficult work.

Phoenix Battalion *commander selected* had more satisfaction from work itself than any other factor. Salt Lake City Battalion *commander selected* received only dissatisfaction from recognition. San Francisco *commander selected* received more dissatisfaction than satisfaction from both recognition and growth.

Sacramento *others* received only dissatisfaction from recognition, plus there was considerable slippage for both achievement and work itself. San Francisco *others* has very depressed recognition and high slippage in both achievement and recognition. Seattle *others* also has high slippage in achievement, recognition and work itself.

Hypotheses Testing

The first hypothesis is that Army recruiters show a predicted or typical M-H profile to other occupations. This was tested statistically by stating as the null hypothesis. "There is no difference between the factors contributing to job dissatisfaction and job satisfaction." The alternate hypothesis is "There is a

difference between these factors." A chi square test was performed at the 0.01 and the 0.05 critical levels with one degree of freedom, i.e. 6.63 and 3.84 respectively. The Combined Battalion Total profile resulted in a chi square of 140.16, which requires the null hypothesis to be rejected since it is extremely significant at levels well beyond the 0.005 level. Therefore, since there is no reason to reject the alternative hypothesis, the factors contributing to job dissatisfaction and satisfaction in recruiting, must be significantly different. This, in turn, supports the hypothesis that Army recruiters show a predicted M-H profile.

The second hypothesis is that the successful (*commander selected*) recruiters are more positively related to the typical M-H profile than are the nonselected (*others*) recruiters. The null and alternative hypotheses, plus the critical levels and degrees of freedom, were the same as before. A chi square test was calculated first on *commander selected* and then on *others*. The results were 86.59 and 57.67 respectively. Therefore, the factors contributing to job dissatisfaction and satisfaction are significantly different in both groups, but even more different in the *commander selected*. Consequently, successful recruiters do have a more typical M-H profile than do nonselected *others* recruiters.

The *commander selected*, as expected, had much more slippage in motivation (43 percent) than in hygiene (6 percent). Unexpectedly, *others* recruiters received even more dissatisfaction from motivators than from hygiene. Therefore, the *others* profile is opposite from the typical profile on the dissatisfaction side (See Figure 28), although, overall it is statistically a typical M-H profile.

These points are clearly indicated by a visual comparison of the three recruiter profiles against one another and then against

the composite of factors taken from samples of 1685 employees (page 59, The Managerial Choice). Motivators accounted for significantly more satisfaction than did hygiene. However, the hygiene contribution to satisfaction was more than double for *others* recruiters than *commander selected*. In general, recruiters received even more satisfaction from motivators than did the employees in Herzberg's investigation (See Figure 28).

IV. CONCLUSIONS AND RECOMMENDATIONS

Conclusions/Usefulness of Theory

Both the Combined Battalion Total and the *commander selected* profiles are similar to some of the studies discussed in Work and the Nature of Man. The *others* profile indicates motivator anxiety. Since the second-level factors are not as objective, only the first-level M-H dynamics were compared.

Even though the sample size was small for some battalions, the first-level factors were compared for each battalion in both *commander selected* and *others* categories (See Figures 29 and 30). Motivator anxiety appeared to be an element in Phoenix *commander selected* and also somewhat in both Sacramento and Seattle. None of the *commander selected* recruiters received much satisfaction from hygiene. All of the *others* seemed to have motivator anxiety, except Salt Lake City Battalion. On the average the *others* seemed to receive more satisfaction from hygiene than the *commander selected* did. However, they still received more satisfaction from motivators than from hygiene.

The M-H Theory is definitely applicable to recruiters. USAREC could benefit by using Herzberg's Theory, particularly in reducing the slippage of recognition and, to a lesser extent, in achievement. The M-H Theory is relevant to different economic and political systems, as well as to different types of occupations. This study supports the M-H Theory.

Recommendations

The writer noticed a number of possible problem areas. Some of the comments made in the surveys indicate that at least a few of the recruiters may have been reserve recruiters, rather than active duty recruiters. Also, some of the battalion commanders may not have selected the top 25 percent of the battalion, and even if the top quarter had been selected the recruiters may have exchanged forms within, or between stations. One *commander selected* wrote that he/she was being relieved as ineffective, thus one would hope that the recruiter was not really in the battalion's top quarter. Finally the response was poor, particularly for some battalions. All of these problems could have been reduced, if not eliminated, if the writer could have personally administered the surveys. Future studies of this type should implement this tighter control.

An assumption has been made that the events are randomized over the subjects. In other words, there is no subject differential.

Time off appears to be a serious problem. It seems to be difficult to administer it fairly and considerable resentment stems from what the recruiters perceive as earned time off that does not materialize. This was also mentioned more frequently by the *commander selected* recruiters than by the *others*. One possible explanation for this difference is that if the *commander selected* really are more successful than the *others* they would be more aware of broken promises and expectations associated with successful achievements. When one is successful and fails to receive what was promised for an accomplishment, there is much more dissatisfaction than if one is unsuccessful.

Investigations, "micro-management" and the fact that the recruiting detail increased from three to four years were frequent comments causing negative feelings. There were also several comments about the lack of cooperation from MEPS, particularly in some battalions. These areas merit attention by the chain of command

The award system with the badge caused several positive events. That portion of the recognition systems appears to be effective, but the recognition systems at the battalion and company levels cause more negative than positive events.

Recruiters were high achievers prior to being selected for recruiting duty. This was one of the primary reasons they were selected for recruiting duty, therefore, failure is very uncomfortable, if not painful, for recruiters since they are accustomed to winning. All of the recruiters seemed to want to be successful by making or exceeding mission assignments. They received considerable dissatisfaction from the way they were treated when they failed. They seemed to want support, not criticism nor ridicule.

The pilot study appears to be successful since the recruiter profile is similar to the typical M-H profile and the *commander selected* profile is more positively related to the typical M-H profile than is the *others* recruiters. Additional research should be conducted. The next step would be to compare released TTE recruiters against successful recruiters in order to develop a profile, based on the M-H Theory, of unsuccessful and successful recruiters.

Dr. Herzberg recommends three propositions to motivate people on the job. First, by selecting talent and then developing that talent. Secondly, by maximizing the use of the talent,

through job enrichment. Third, by reinforcement of motivated behavior through providing opportunities for psychological growth. He further identifies two types of motivators, preparatory and generator. Preparatory is short term and includes the motivator factors of achievement and recognition for achievement. They should be used to provide the stimulation or reinforcement for more complex tasks that lead to psychological growth. The other four motivators, work itself, responsibility, growth and advancement, provide the internal generator which results in long-term effects.

The major purpose of the study was to complete a pilot study and determine whether or not further studies would be appropriate. The findings indicate that further studies could benefit USAREC. In addition, incorporating the M-H Theory and the recommendations discussed previously may improve what is currently a very successful command and make it even better.

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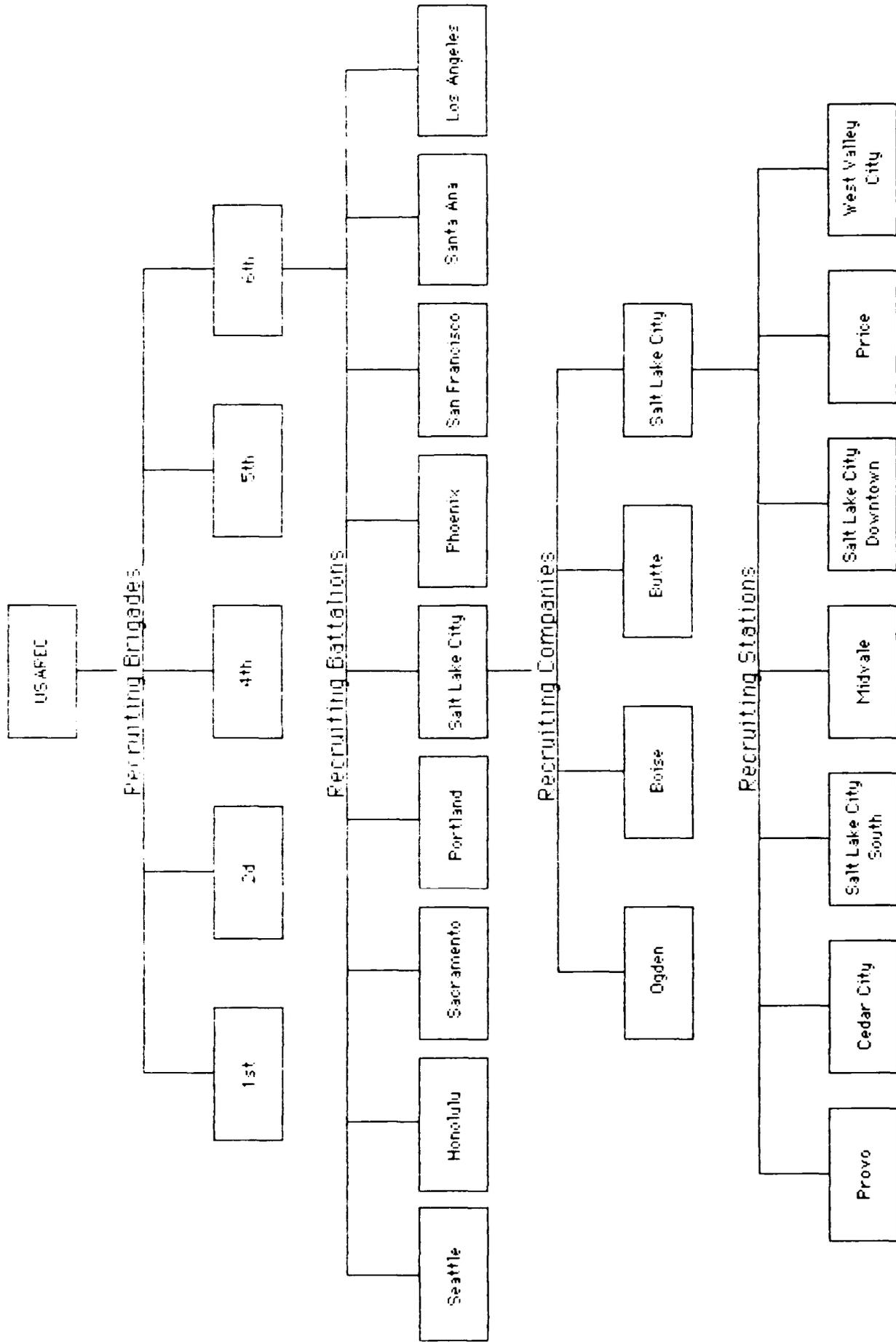


Figure 1. USAFREC Organizational Chart

HYGIENES		MOTIVATORS	
Job Dissatisfaction		Job Satisfaction	
Company Policy and Administration	S	Achievement	
Supervision	A	Recognition for Achievement	
Interpersonal Relations	L	Work Itself	
Working Conditions	A	Responsibility	
Status	R	Advancement	
Security	Y	Growth	

Figure 3 TYPICAL M-H PROFILE
(Herzberg, 1982)

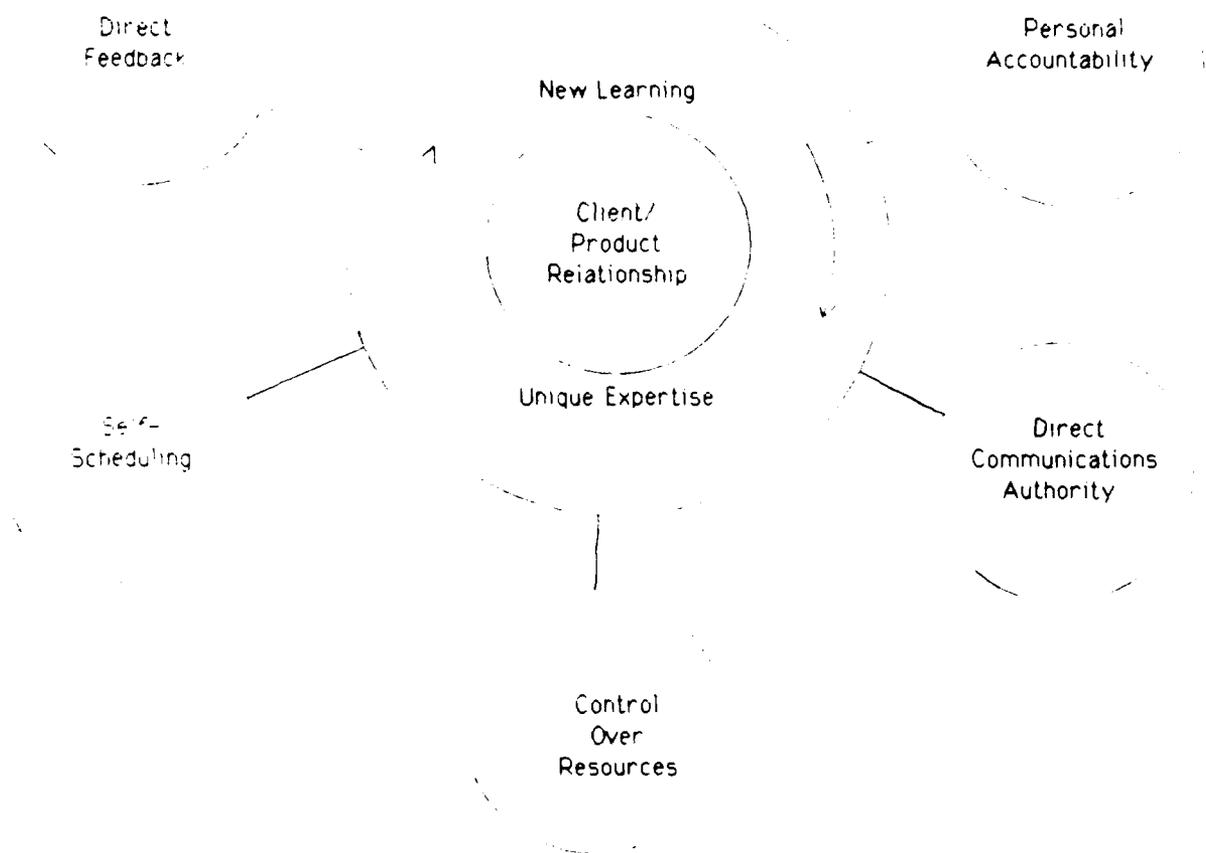


Figure 4 JOB ENRICHMENT INGREDIENTS
(Herzberg, 1982)

MAJOR DONNA SMITH
4130 South 3115 West
West Valley City, Utah 84119

S- 17 June 1987

26 May 1987

SUBJECT: Critical Incidents Study of Recruiter Job Satisfaction

COMMANDER

Recruiting Battalion

address

address

1. Per our recent telephone conversation, I am doing a graduate thesis on recruiting and need your assistance to conduct a Critical Incidents Study of recruiter job satisfaction. My thesis is a pilot study which, if successful, could ultimately lead to a relatively inexpensive method of predicting a soldier's success in recruiting. I have coordinated with both HQ, USAPEC and 6th Recruiting Brigade (Major Drago). I am using Dr. Fredrick Herzberg's Motivation-Hygiene Theory to evaluate Army recruiters. He is on my thesis committee and will assist as necessary.
2. The battalion commander should select about 25% of the active duty recruiters within the battalion that he feels are the battalion's best recruiters. These recruiters should be given the blue forms labeled Form B. An equal number of the tan forms, Form T, should be given randomly to other battalion active duty recruiters. Thus approximately 50% of the active duty recruiters will participate in the study. Each Critical Incidents Study consists of two pages and the recruiter should complete both pages and return them to a central point within the battalion.
3. The recruiters should not put their names on the forms. Recruiters incidents will remain confidential.
4. In addition, I would appreciate some information on the battalion. See enclosure 1. Please complete the information and return it along with the completed Critical Incident Study forms.

Figure 5. SAMPLE LETTER SENT TO BATTALIONS

26 May 1987

SUBJECT: Critical Incidents Study of Recruiter Job Satisfaction

5. Since I am under a time constraint and must graduate this summer and report to my next assignment with HQ, USAPEC, I would appreciate your help in returning the forms in the enclosed envelope NLT 17 June 1987. If you have problems or questions please don't hesitate to contact me at (801) 966-3657

4 Encl (as numbered)

1 Bn Information Form

 Form B (Bn Cdr selected)

 Form T (The other recruiters)

1 Return envelope

DONNA SMITH

MAJ, TC

Student U of U

Battalion Information

- 1) How many active Army recruiters are there in your Battalion?
- 2) How many active Army recruiters were given Form B (the top 25% of the battalion, as determined by the battalion commander)?
- 3) How many Form B's were completed?
- 4) How many other active Army recruiters were given Form T?
- 5) How many Form T's were completed?

Enc: 1

BATTALIONS RECEIVING LETTERSFORMS SENT

COMMANDER

Seattle Recruiting Battalion
 ATTN: Major Nina MacGarvia
 P O Box 3957
 Seattle, WA 98124

30 form B's
 30 form T's

COMMANDER

Phoenix Recruiting Battalion
 ATTN: LTC Sharr
 213 N 7th St Rm 118
 Phoenix, AZ 85034-1012

25 form B's
 25 form T's

COMMANDER

Salt Lake City Recruiting Battalion
 ATTN: Major Thomas Miller
 Bldg 107, Ft Douglas
 Salt Lake City, UT 84113

20 form B's
 20 form T's

COMMANDER

San Francisco Recruiting Battalion
 ATTN: LTC Sharrer
 620 Central Ave Bldg 3
 Alameda, CA 94501

30 form B's
 30 form T's

COMMANDER

Sacramento Recruiting Battalion
 ATTN: Major Chuck Miller
 2222 Sierra Blvd
 Sacramento, CA 95825

30 form B's
 30 form T's

COMMANDER

Santa Ana Recruiting Battalion
 ATTN: LTC Harmon
 24000 Avila Rd Suite 4L150
 Laguna Niguel, CA 92656

30 form B's
 30 form T's

Note: Please do not put your name on these forms, however, your prompt, carefully thought-out responses will be greatly appreciated

FACTORS

JOB EVENT # 1

Think of a time when you felt either exceptionally good or bad about a job you did in USAREC within the past two years. Give as complete a description as you can of what actually happened. The event you select must

- Be a real event with a beginning, middle and end.
- Be described as objectively as possible.
- Involve exceptional feelings that directly affected how you felt about recruiting

How long ago did this happen? _____

How long did the feeling last? _____

Why do you think you felt the way you did about what happened? _____

Factors

FACTORS

JOB EVENT # 2

Think of a time when you felt either exceptionally good or bad about a job you did in USAREC within the past two years. Give as complete a description as you can of what actually happened. If your first event was an event where you felt good, then describe another event where you felt bad. Or, if your first event was a bad event, then relate a good event. As before, the event you select must

- Be a real event with a beginning, middle and end.
- Be described as objectively as possible.
- Involve exceptional feelings that directly affected how you felt about recruiting.

How long ago did this happen? _____

How long did the feeling last? _____

Why do you think you felt the way you did about what happened? _____

How long have you been with USAREC? _____

Factors

Note Please do not put your name on these forms; however, your prompt, carefully thought-out responses will be greatly appreciated.

FACTORS

JOB EVENT # 1

Think of a time when you felt either exceptionally good or bad about a job you did in USAREC within the past two years. Give as complete a description as you can of what actually happened. The event you select must:

- Be a real event with a beginning, middle and end
- Be described as objectively as possible
- Involve exceptional feelings that directly affected how you felt about recruiting

How long ago did this happen? _____

How long did the feeling last? _____

Why do you think you felt the way you did about what happened? _____

Factors

FACTORS

JOB EVENT # 2

Think of a time when you felt either exceptionally good or bad about a job you did in USAREC within the past two years. Give as complete a description as you can of what actually happened. If your first event was an event where you felt good, then describe another event where you felt bad. Or, if your first event was a bad event, then relate a good event. As before, the event you select must

- Be a real event with a beginning, middle and end.
- Be described as objectively as possible
- Involve exceptional feelings that directly affected how you felt about recruiting

How long ago did this happen? _____

How long did the feeling last? _____

Why do you think you felt the way you did about what happened? _____

How long have you been with USAREC? _____

Factors

BATTALIONS	ACTIVE ARMY RECRUITERS ASSIGNED	GIVEN FORMS		RETURNED FORMS	COMPLETED RETURNED FORMS	COMPLETED vs GIVEN %
		No	%			
Phoenix	83					
Commander Selected		21	25	6	4	19
Others		21	25	2	1	5
Sacramento	114					
Commander Selected		30	26	10	10	33
Others		30	26	12	11	37
Salt Lake City	75					
Commander Selected		18	24	8	6	33
Others		18	24	8	5	28
San Francisco	120					
Commander Selected		25	21	25	25	100
Others		25	21	24	24	96
Santa Ana	115					
Commander Selected		25	22	15	15	60
Others		25	22	14	14	56
Seattle	158					
Commander Selected		30	19	3	2	7
Others		30	19	6	6	20
Total	665					
Commander Selected		149	22	67	62	42
Others		149	22	66	61	41

Figure 6 BATTALION INFORMATION

BATTALIONS	MEAN	MEDIAN	LEAST	MOST	TOTAL RESPONSES	* UNDER 41 Mos	* UNDER 10 Mos
Phoenix							
Commander Selected	24.67	19	15	40	3	3	0
Others	12	12	12	12	1	1	0
Sacramento							
Commander Selected	32.4	31.5	23	48	8	7	0
Others	26.8	24	6	76	11	10	3
Salt Lake City							
Commander Selected	35	28	12	66	5	3	0
Others	38	32	20	60	5	3	0
San Francisco							
Commander Selected	30.5	24	6	108	22	18	2
Others	23.4	24	5	48	18	17	2
Santa Ana							
Commander selected	30	24	12	84	10	9	0
Others	33.9	23	6	90	11	8	1
Seattle							
Commander Selected	--	--	--	--	0	--	--
Others	23.8	17	8	48	5	4	1
Total							
Commander Selected	30.81	24	6	108	48	40	2
Others	27.65	24	5	90	51	43	7

Figure 9. RECRUITERS' TIME WITH USAREC (in months)

BATTALIONS	GOOD FIRST		BAD FIRST		BOTH BAD		BOTH GOOD		NUMBER OF RECRUITERS
	No	%	No	%	No	%	No	%	
Phoenix									
Commander Selected	3	75	1	25					4
Others	1	100							1
Sacramento									
Commander Selected	5	50	3	30	1	10	1	10	10
Others	4	36	5	45	1	9	1	9	11
Salt Lake City									
Commander Selected	3	50	2	33	1	17			6
Others			4	80	1	20			5
San Francisco									
Commander Selected	13	52	7	28	4	16	1	4	25
Others	16	67	5	21	3	12			24
Santa Ana									
Commander Selected	6	40	6	40	1	7	2	13	15
Others	9	64	3	21			2	14	14
Seattle									
Commander Selected			2	100					2
Others	4	67	1	17	1	17			6
Total									
Commander Selected	30	48	21	34	7	11	4	6	62
Others	34	56	18	29	6	10	3	5	61

Figure 10 RECRUITERS RESPONSES

BATTALIONS			MEAN	MEDIAN	LEAST	MOST	RESPONSES
Phoenix							
Commander	Selected	Good	2.7	3	1	4	3
Commander	Selected	Bad	6.2	5	4.5	9	3
Others	Good		4	4	4	4	1
Others	Bad		--	--	--	--	0
Sacramento							
Commander	Selected	Good	11.9	9.5	3	36	10
Commander	Selected	Bad	12.6	8	2	36	7
Others	Good		9.7	5.5	2	24	10
Others	Bad		12	12	3	24	8
Salt Lake City							
Commander	Selected	Good	19.3	18	5	36	4
Commander	Selected	Bad	12.4	6.5	0.5	48	6
Others	Good		4	4	1	7	3
Others	Bad		14.3	9	2	30	6
San Francisco							
Commander	Selected	Good	10.7	9	(11 days)	36	21
Commander	Selected	Bad	12.4	12	1	26	25
Others	Good		13.8	14	1	36	17
Others	Bad		11.2	9	(2 days)	36	20
Santa Ana							
Commander	Selected	Good	6.7	6.5	0.25	22	12
Commander	Selected	Bad	9.5	5	0.25	48	11
Others	Good		18.3	18	3	42	14
Others	Bad		8	6	0.75	24	10
Seattle							
Commander	Selected	Good	3	3	3	3	1
Commander	Selected	Bad	8	8	3	13	2
Others	Good		19.5	20.5	1	36	4
Others	Bad		13	6	4	48	6
Total							
Commander	Selected	Good	10	7	0.25	36	51
Commander	Selected	Bad	11.3	9	0.25	48	54
Others	Good		13.9	11	1	42	49
Others	Bad		11.3	6.5	(2 days)	48	50

Figure 11. THE TIME (in months) SINCE THE EVENT OCCURRED

BATTALIONS		MEAN	MEDIAN	LEAST	MOST	RESPONSES
Phoenix						
Commander Selected	Good	2	1	1	4	3
Commander Selected	Bad	4	4	3	5	2
Others	Good	4	4	4	4	1
Others	Bad	--	--	--	--	0
Sacramento						
Commander Selected	Good	5.4	4	(2 days)	18	10
Commander Selected	Bad	7.4	3.3	0.5	24	6
Others	Good	1.6	1.3	(1 day)	6	8
Others	Bad	7.5	4	(1 day)	20	8
Salt Lake City						
Commander Selected	Good	18.3	18	1	36	4
Commander Selected	Bad	11.8	3	(4.2 hrs)	48	5
Others	Good	2.7	1	(3 days)	7	3
Others	Bad	4.4	4.5	(5 mins)	6	6
San Francisco						
Commander Selected	Good	4	1.5	(1 day)	20	18
Commander Selected	Bad	6.8	5	0.25	23	24
Others	Good	7.5	2	(2 hrs)	36	16
Others	Bad	6.5	3	(2 days)	24	17
Santa Ana						
Commander Selected	Good	2.1	1	(5 mins)	8	8
Commander Selected	Bad	4.9	4	0.5	12	9
Others	Good	9.2	2	0.25	36	13
Others	Bad	5	6	0.5	12	7
Seattle						
Commander Selected	Good	3	3	3	3	1
Commander Selected	Bad	2	2	1	3	2
Others	Good	12	5	1	30	3
Others	Bad	11.5	6	0.25	48	6
Total						
Commander Selected	Good	5.1	2	(5 mins)	36	44
Commander Selected	Bad	6.8	4	(4.2 hrs)	48	48
Others	Good	6.8	2	(2 hrs)	36	44
Others	Bad	6.7	4.5	(5 mins)	48	44

Figure 12 THE TIME (in months) THAT THE FEELINGS ABOUT THE EVENT LASTED

FIRST LEVEL FACTORS - EVENTS

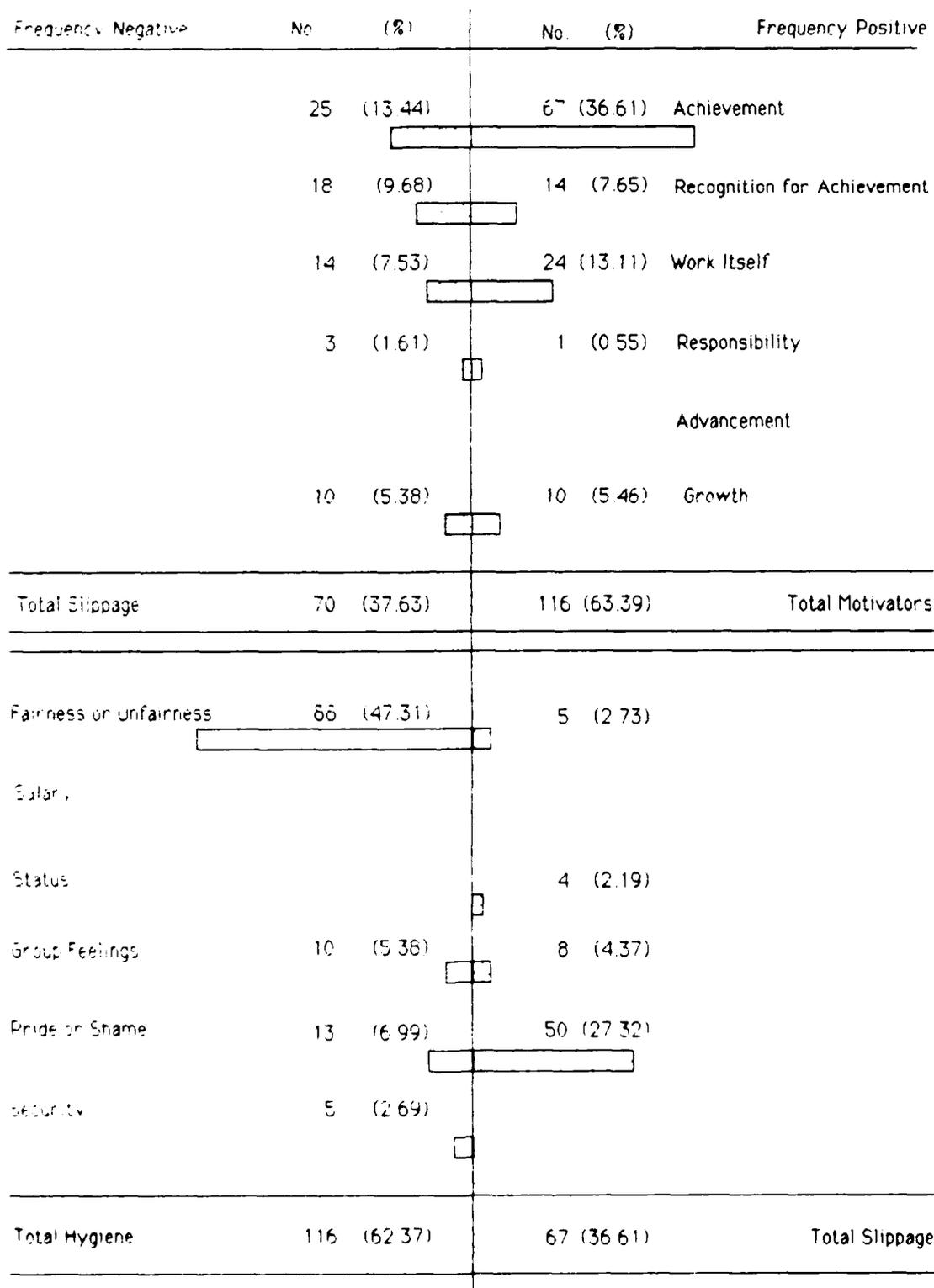
Frequency Dissatisfiers	No	(%)	No	(%)	Frequency Satisfiers
	44	(17.53)	89	(40.64)	Achievement
	35	(13.94)	29	(13.24)	Recognition for Achievement
	29	(11.55)	62	(28.31)	Work Itself
	5	(1.99)	3	(1.37)	Responsibility
			1	(0.46)	Advancement
	8	(3.19)	13	(5.94)	Growth
Total Slippage	121	(48.21)	197	(89.95)	Total Motivators
Company Policy and Administration	52	(20.72)	3	(1.37)	
Supervisor	47	(18.72)	6	(2.74)	
Interpersonal Relations	9	(3.59)	7	(3.2)	
Working Conditions	12	(4.78)	1	(0.46)	
Salary			1	(0.46)	
Personal Life	8	(3.19)	1	(0.46)	
Status	2	(0.8)	3	(1.37)	
Security					
Total Hygiene	130	(51.79)	22	(10.05)	Total Slippage

Samples not qualifying as events = 4

N Subjects = 123

N Events = 226

Figure 13a PROFILE OF COMBINED BATTALIONS - TOTAL



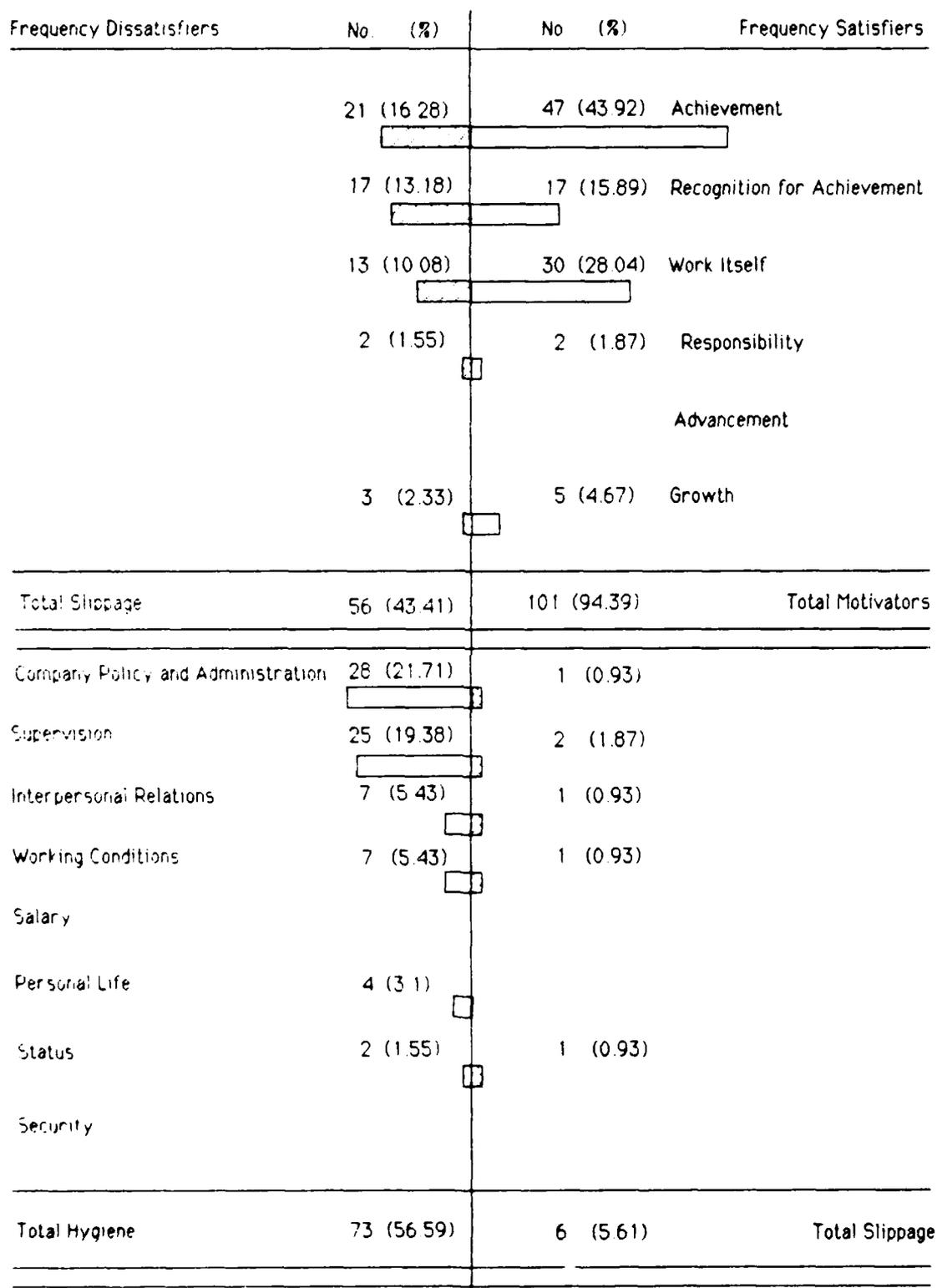
Samples not qualifying as events = 4

N Subjects = 123

N Events = 226

Figure 13b PROFILE OF COMBINED BATTALIONS - TOTAL

FIRST LEVEL FACTORS - EVENTS



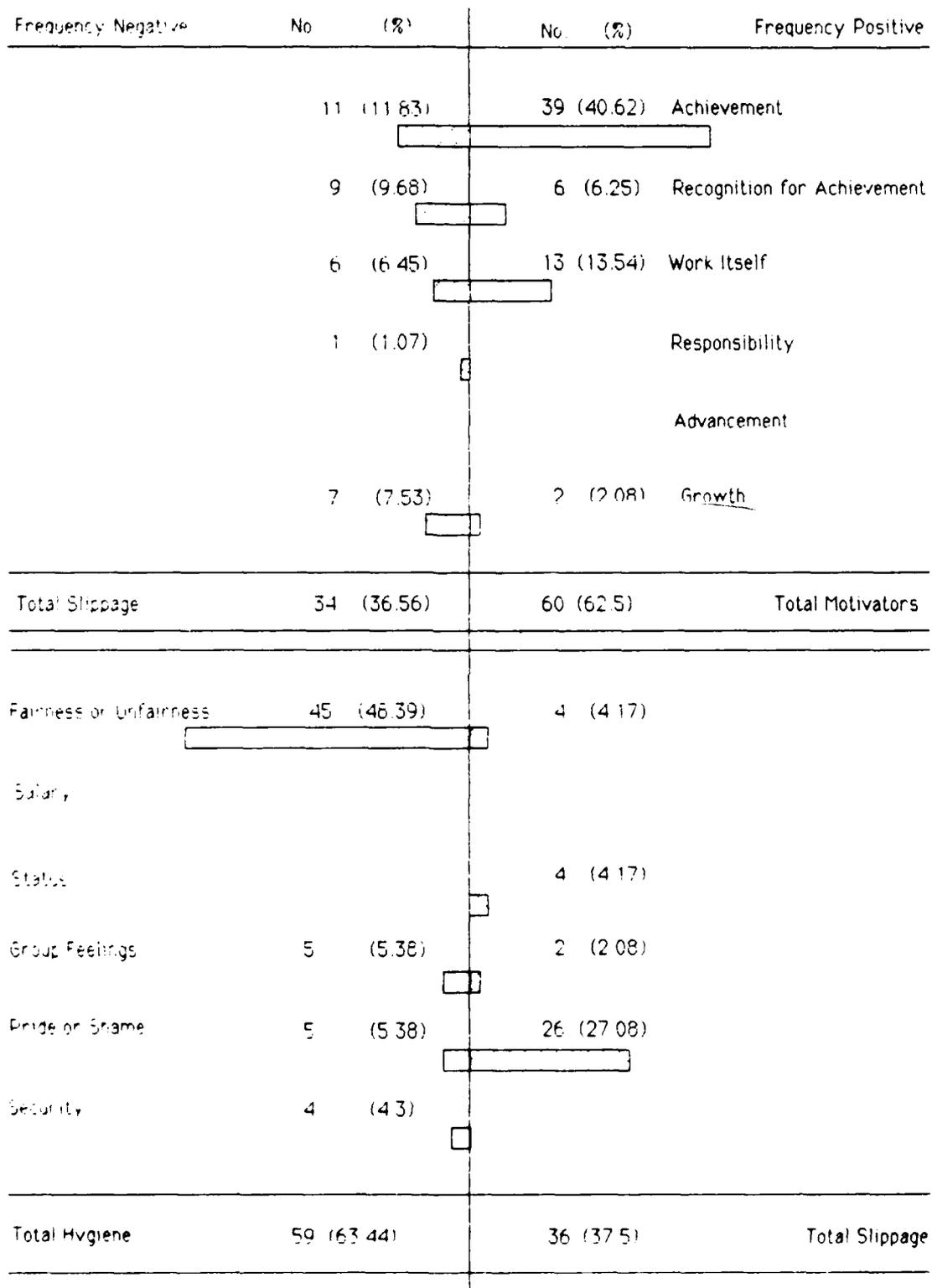
Samples not qualifying as events = 1

N Subjects = 62

N Events = 115

Figure 14a PROFILE OF COMBINED BATTALIONS - *COMMANDER SELECTED*

SECOND LEVEL FACTORS - ATTITUDES



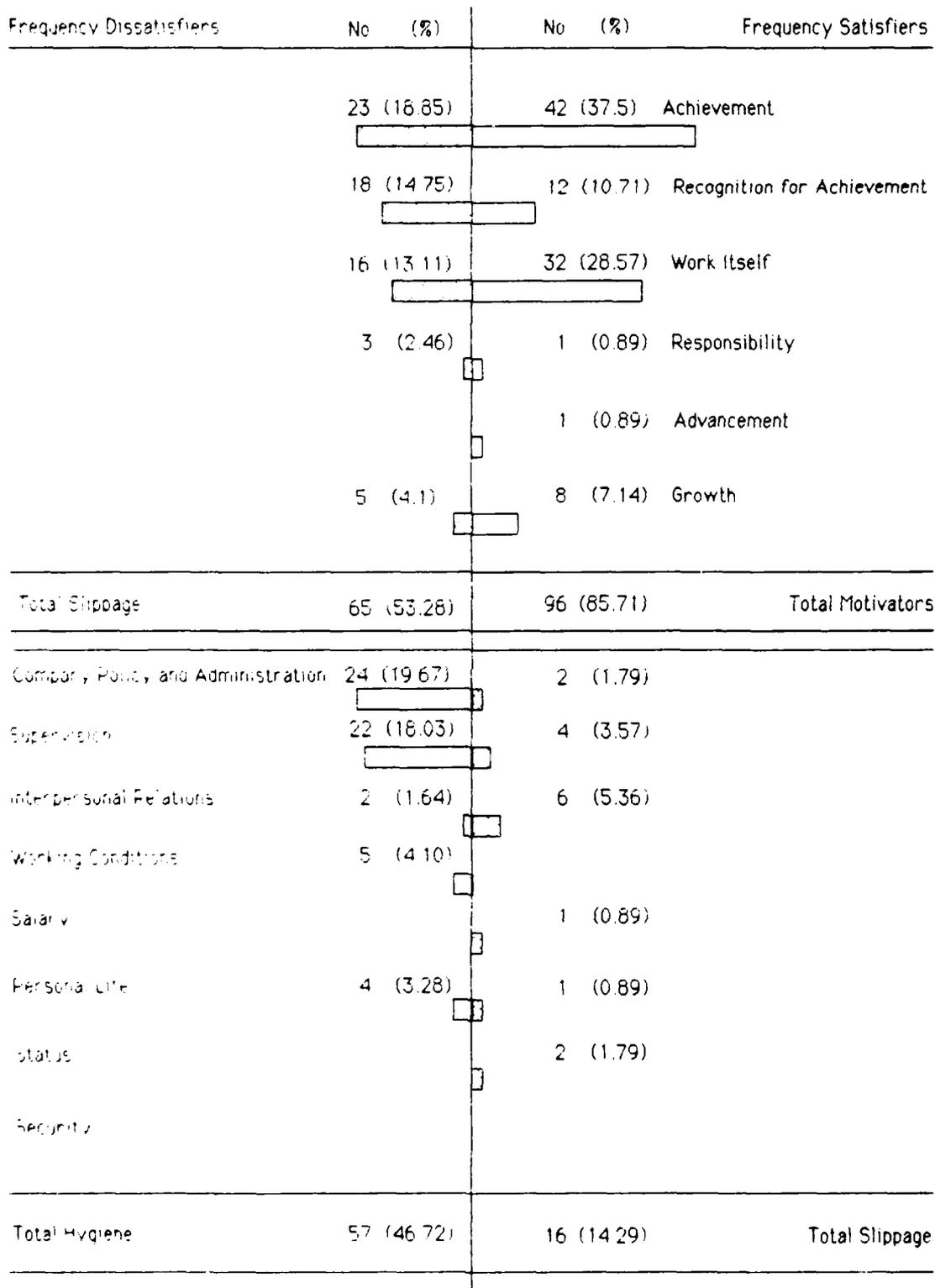
Samples not qualifying as events = 1

N Subjects = 62

N Events = 115

Figure 14b. PROFILE OF COMBINED BATTALIONS - COMMANDER SELECTED

FIRST LEVEL FACTORS - EVENTS



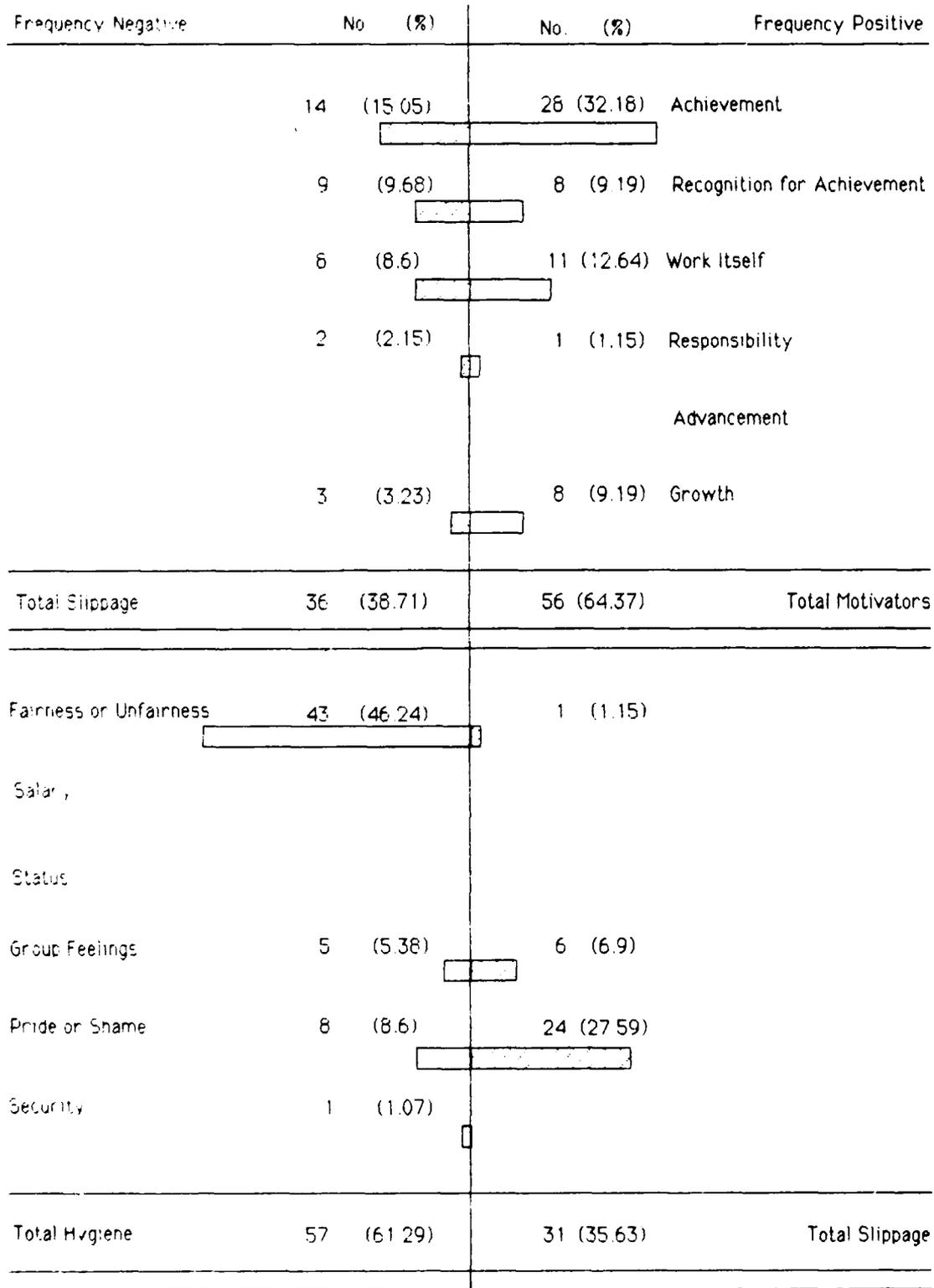
Samples not qualifying as events = 3

N Subjects = 61

N Events = 111

Figure 15a PROFILE OF COMBINED BATTALIONS - OTHERS

SECOND LEVEL FACTORS - ATTITUDES

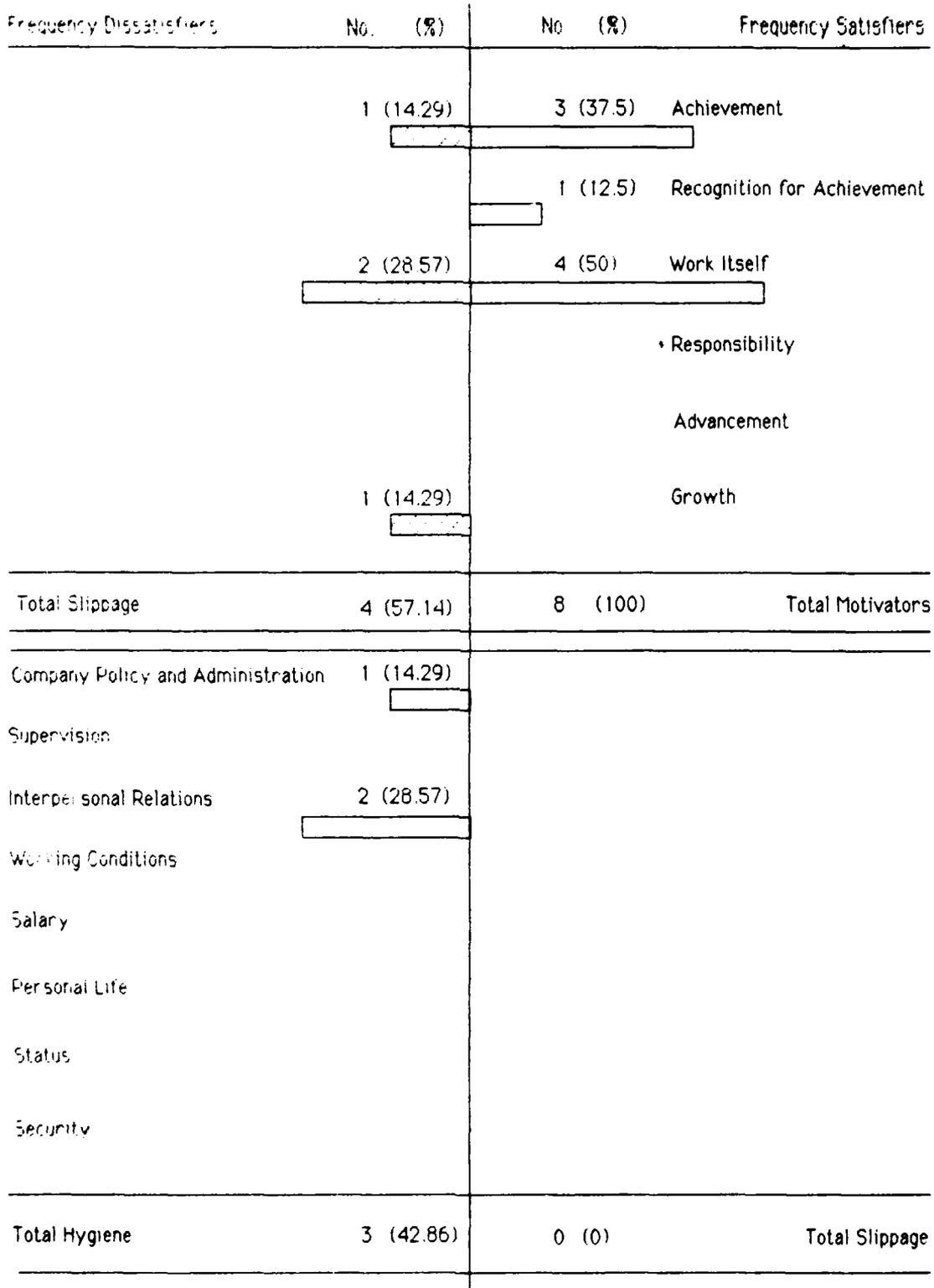


Samples not qualifying as events = 3

N Subjects = 61

N Events = 111

FIRST LEVEL FACTORS - EVENTS



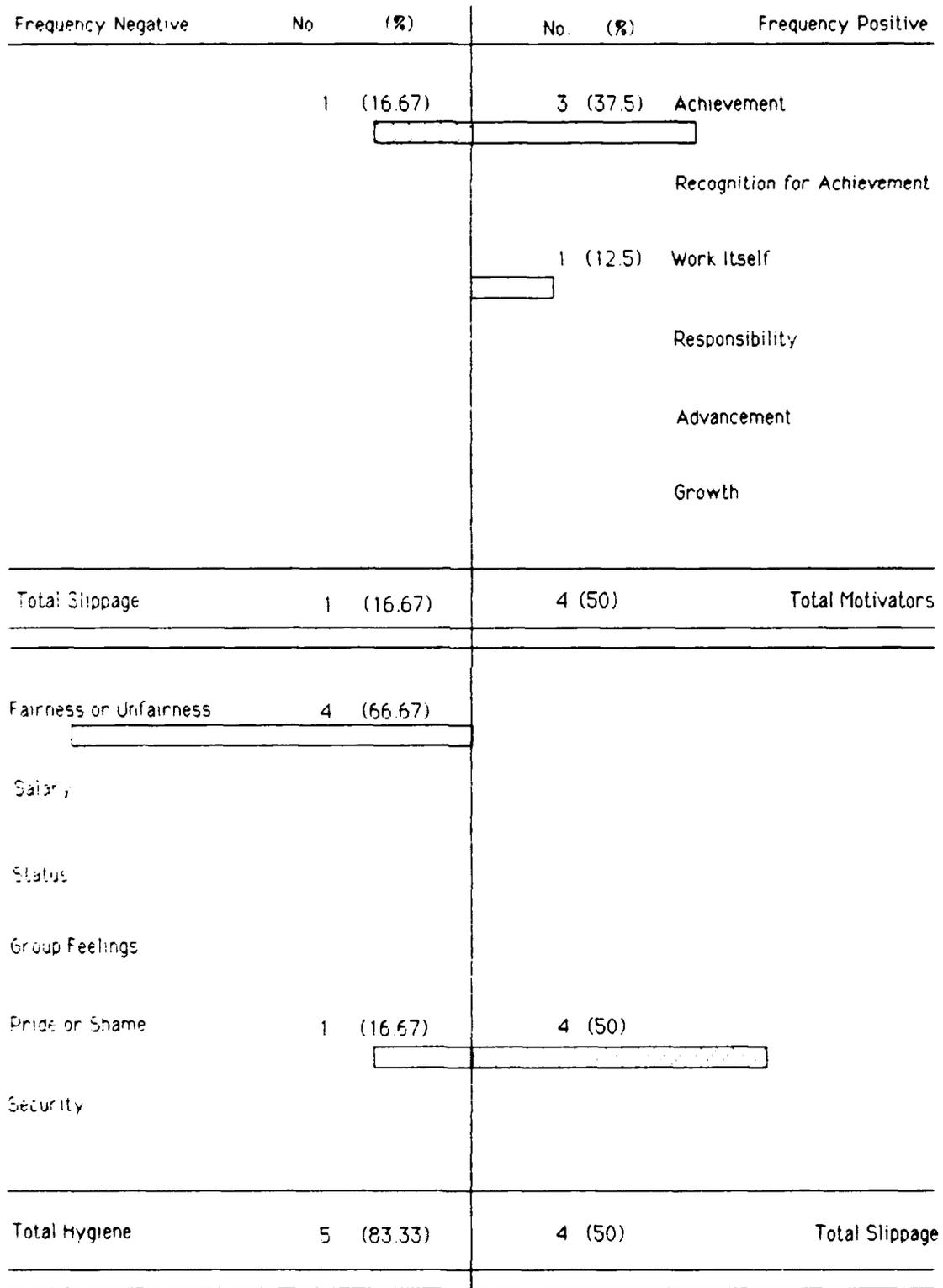
Samples not qualifying as events = 0

N Subjects = 4

N Events = 8

Figure 16a PROFILE OF PHOENIX BATTALION - *COMMANDER SELECTED*

SECOND LEVEL FACTORS - ATTITUDES



Samples not qualifying as events = 0

N Subjects = 4

N Events = 8

Figure 16b PROFILE OF PHOENIX BATTALION - *COMMANDER SELECTED*

FIRST LEVEL FACTORS - EVENTS

Frequency Dissatisfiers	No	(%)	No	(%)	Frequency Satisfiers
			1	(100)	Achievement
					Recognition for Achievement
	1	(50)			Work Itself
					Responsibility
					Advancement
					Growth
Total Slippage	1	(50)	1	(100)	Total Motivators
Company Policy and Administration	1	(50)			
Supervisor					
Interpersonal Relations					
Working Conditions					
Salary					
Personal Life					
Status					
Security					
Total Hygiene	1	(50)	0	(0)	Total Slippage

Samples not qualifying as events = 0

N Subjects = 1

N Events = 2

Figure 17a PROFILE OF PHOENIX BATTALION - OTHERS

SECOND LEVEL FACTORS - ATTITUDES

Frequency Negative	No.	(%)	No.	(%)	Frequency Positive
					Achievement
					Recognition for Achievement
					Work Itself
					Responsibility
					Advancement
			1 (50)		Growth
Total Slippage	0	(0)	1 (50)		Total Motivators
Fairness or Unfairness	1	(100)			
Salary					
Status					
Group Feelings					
Pride or Shame			1 (50)		
Security					
Total Hygiene	1	(100)	1 (50)		Total Slippage

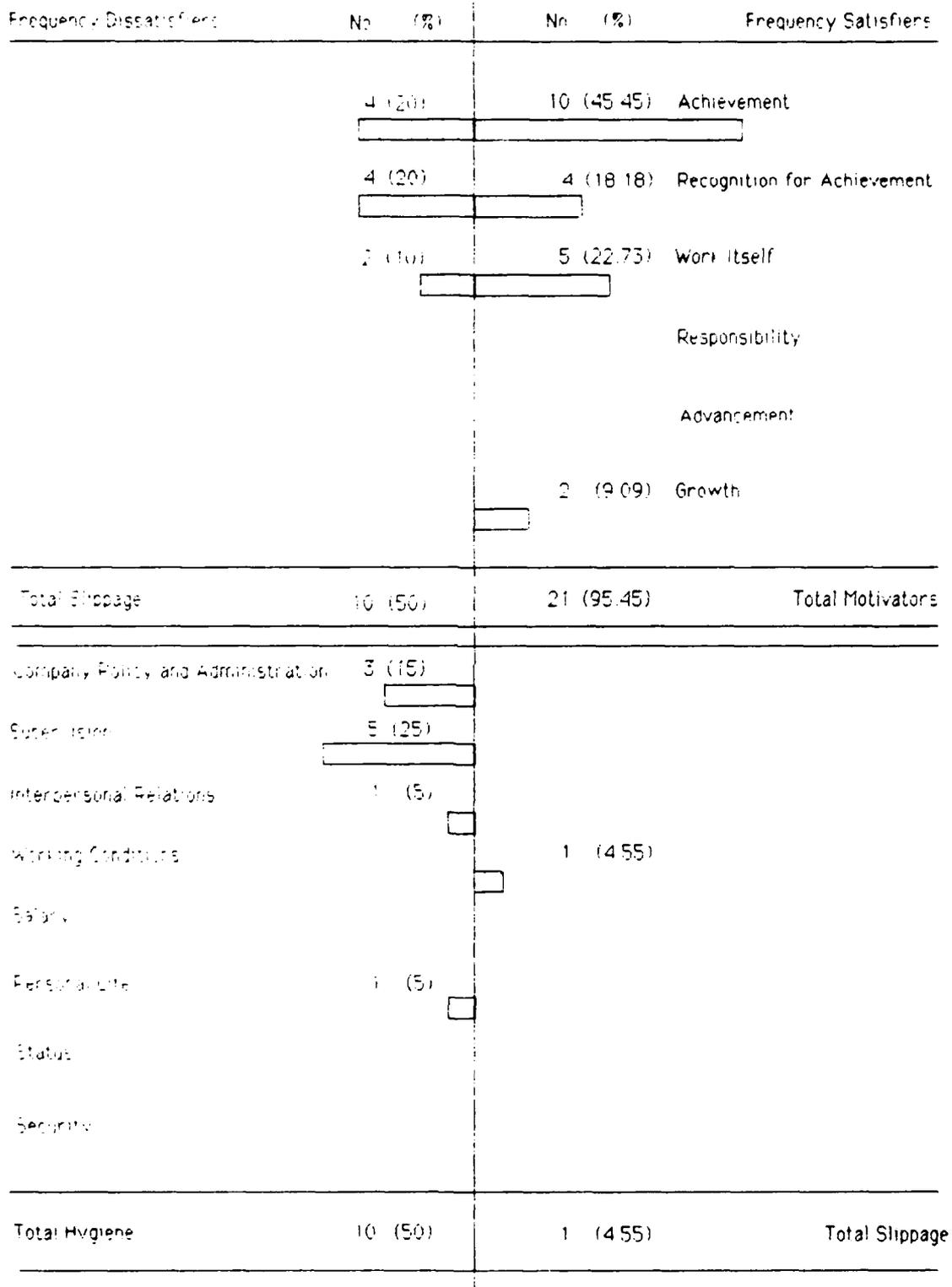
Samples not qualifying as events = 0

N Subjects = 1

N Events = 2

Figure 17b PROFILE OF PHOENIX BATTALION - OTHERS

FIRST LEVEL FACTORS - EVENTS



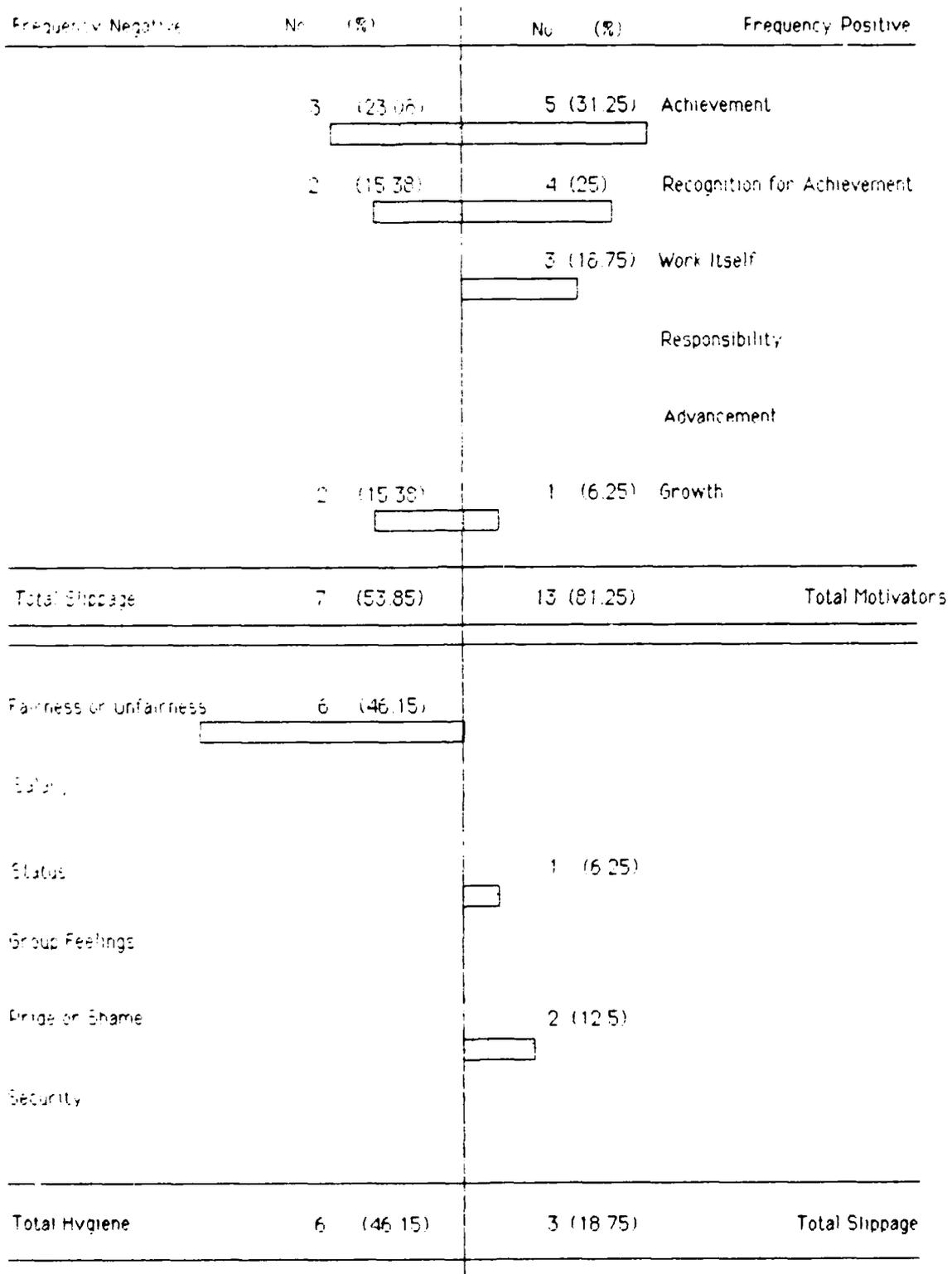
Samples not qualifying as events = 0

N Subjects = 10

N Events = 19

Figure 19a PROFILE OF SACRAMENTO BATTALION - COMMANDER SELECTED

SECOND LEVEL FACTORS - ATTITUDES



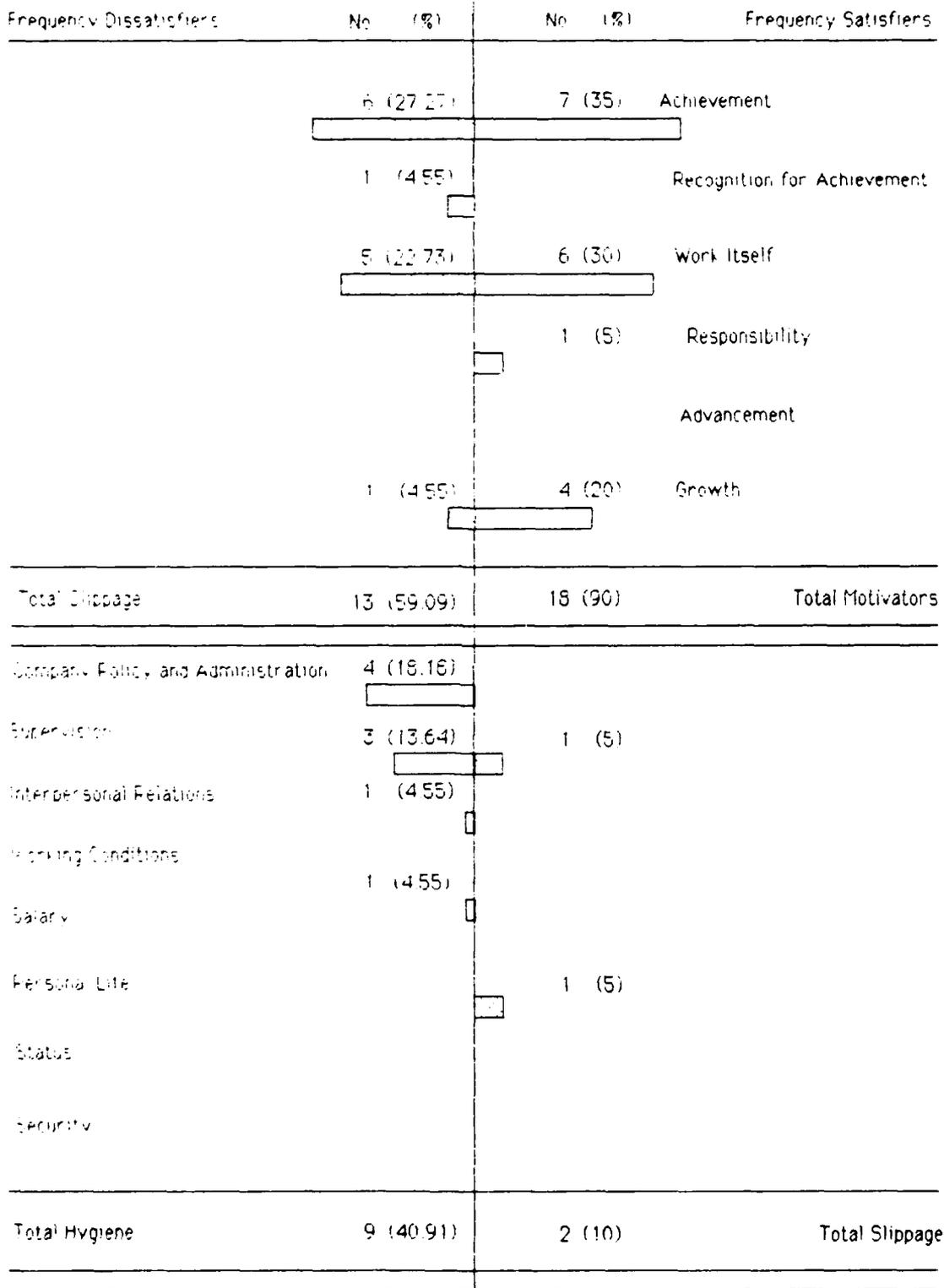
Samples not qualifying as events = 0

N Subjects = 10

N Events = 19

Figure 18b PROFILE OF SACRAMENTO BATTALION - COMMANDER SELECTED

FIRST LEVEL FACTORS - EVENTS



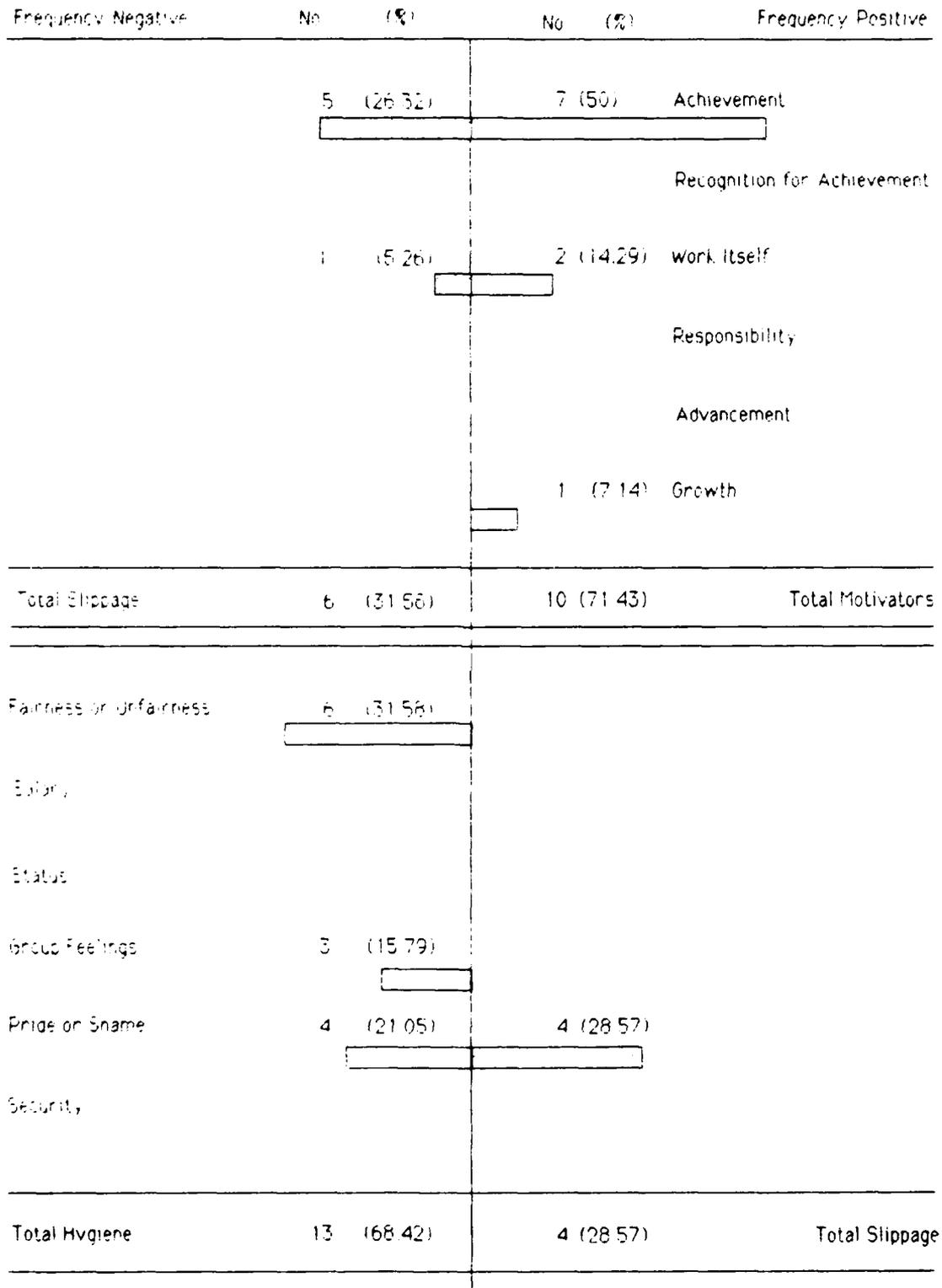
Samples not qualifying as events = 0

N Subjects = 11

N Events = 21

Figure 19a PROFILE OF SACRAMENTO BATTALION - OTHERS

SECOND LEVEL FACTORS - ATTITUDES



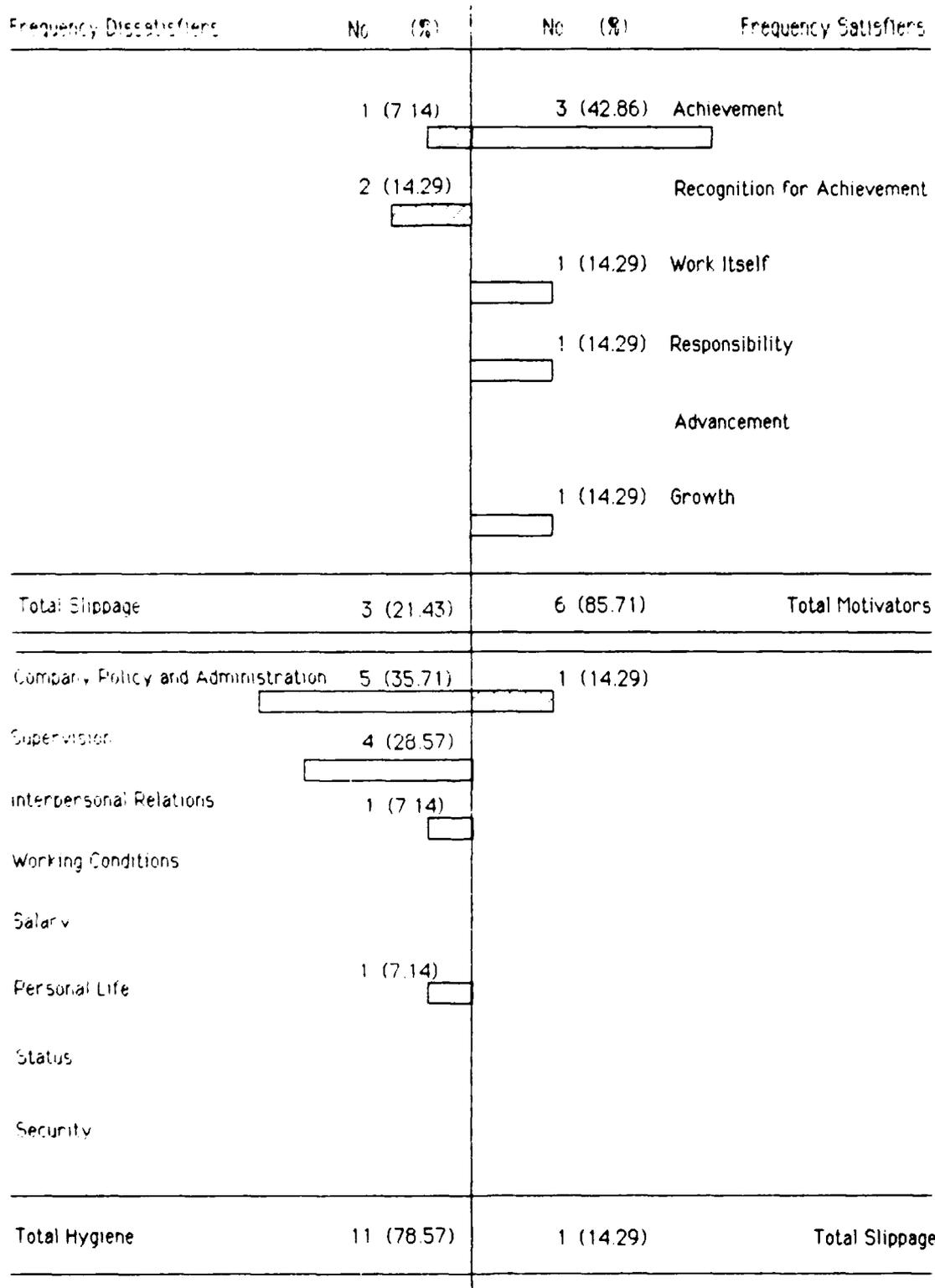
Samples not qualifying as events = 0

N Subjects = 11

N Events = 21

Figure 19c: PROFILE OF SACRAMENTO - OTHERS

FIRST LEVEL FACTORS - EVENTS



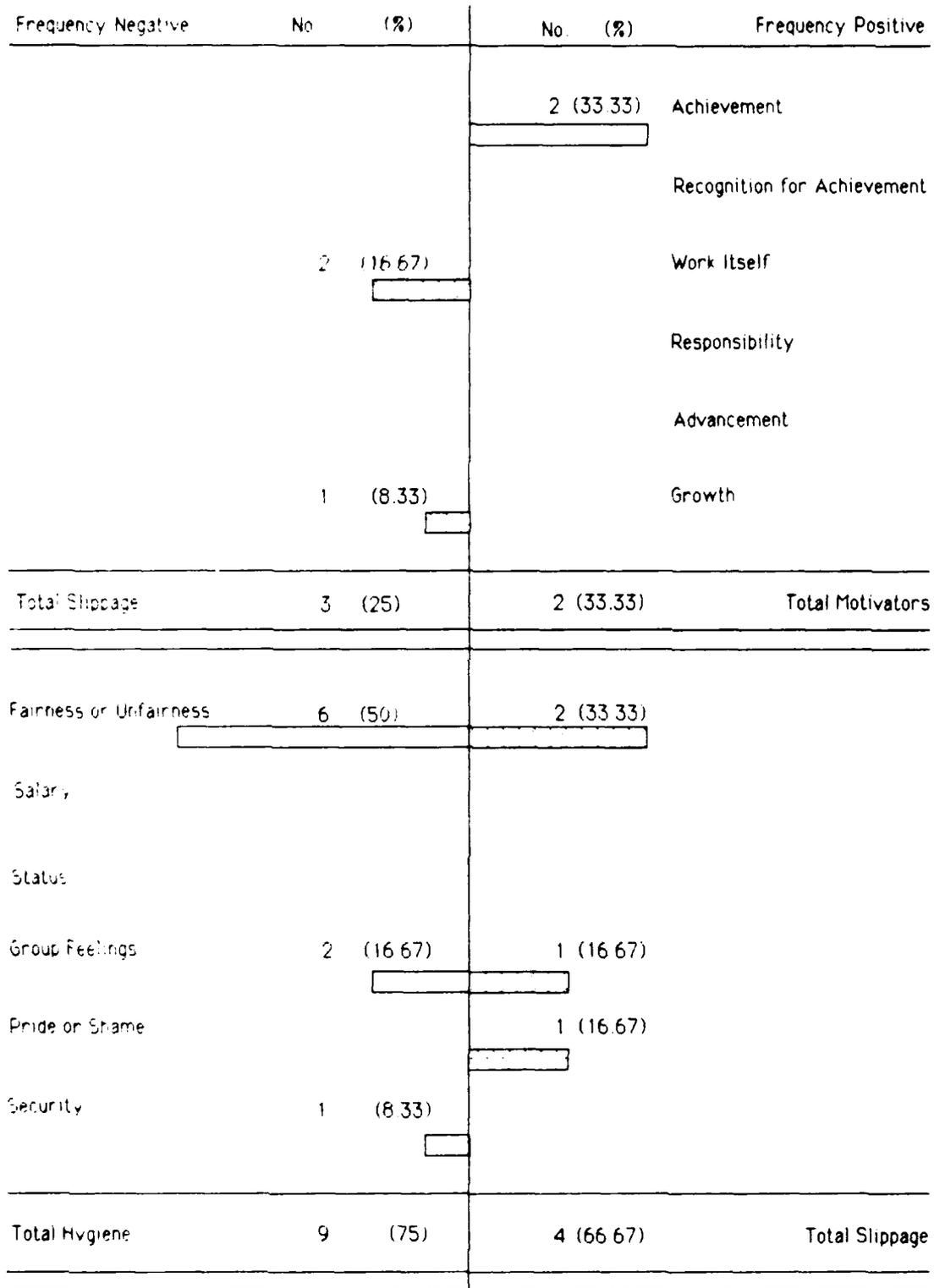
Samples not qualifying as events = 0

N Subjects = 6

N Events = 12

Figure 20a PROFILE OF SALT LAKE CITY BATTALION - COMMANDER SELECTED

SECOND LEVEL FACTORS - ATTITUDES

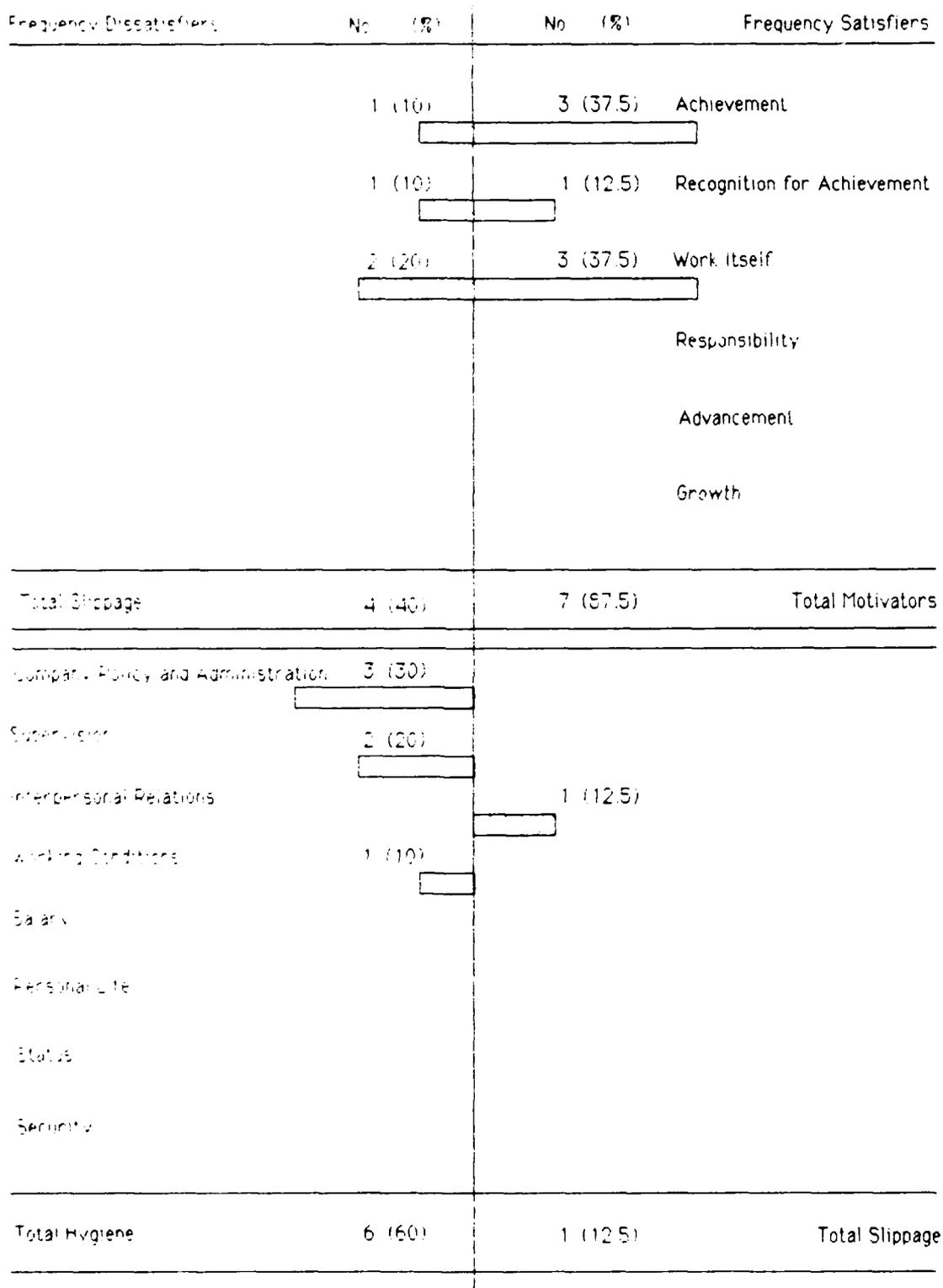


Samples not qualifying as events = 0

N Subjects = 6

N Events = 5

Figure 20b PROFILE OF SALT LAKE CITY BATTALION - *COMMANDER SELECTED*

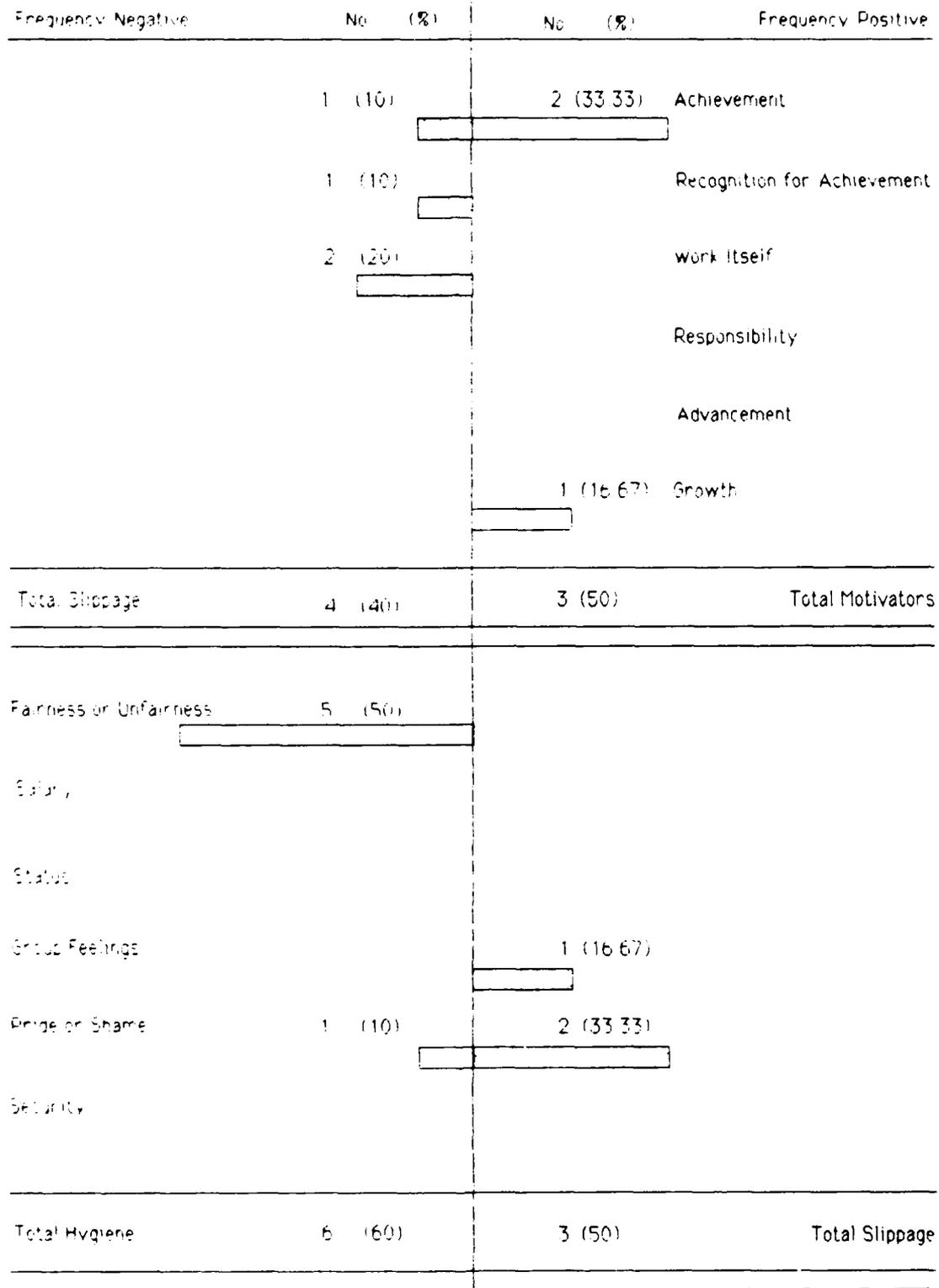


Samples not qualifying as events = 0

N Subjects = 5

N Events = 9

Figure 21a PROFILE OF SALT LAKE CITY BATTALION - OTHERS



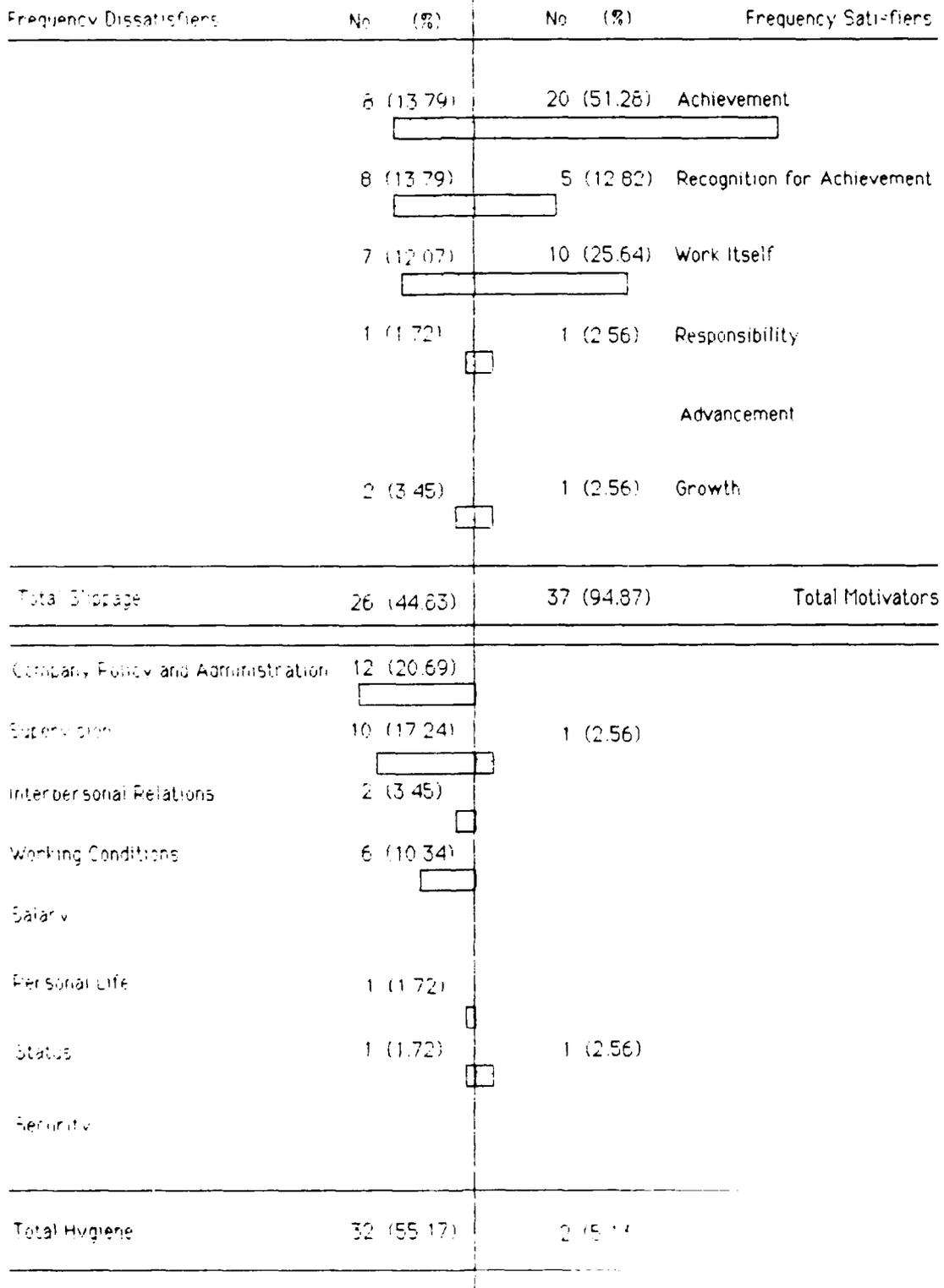
Samples not qualifying as events = 0

N Subjects = 5

N Events = 9

Figure 21E. PROFILE OF SALT LAKE CITY BATTALION - OTHERS

FIRST LEVEL FACTORS - EVENTS



Samples not qualifying as events = 0 N = 50

Figure 20a - PROFILE OF SAN FRANCISCO BATTALION

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MOTIVATION - HYGIENE THEORY PROFILE OF UNITED STATES
ARMY RECRUITERS(U) UTAH UNIV SALT LAKE CITY DEPT OF
MECHANICAL AND INDUSTRIAL ENGINEERING D SMITH AUG 87

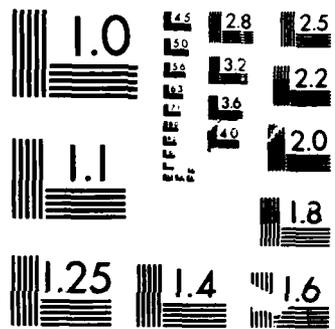
2/2

UNCLASSIFIED

F/G 5/9

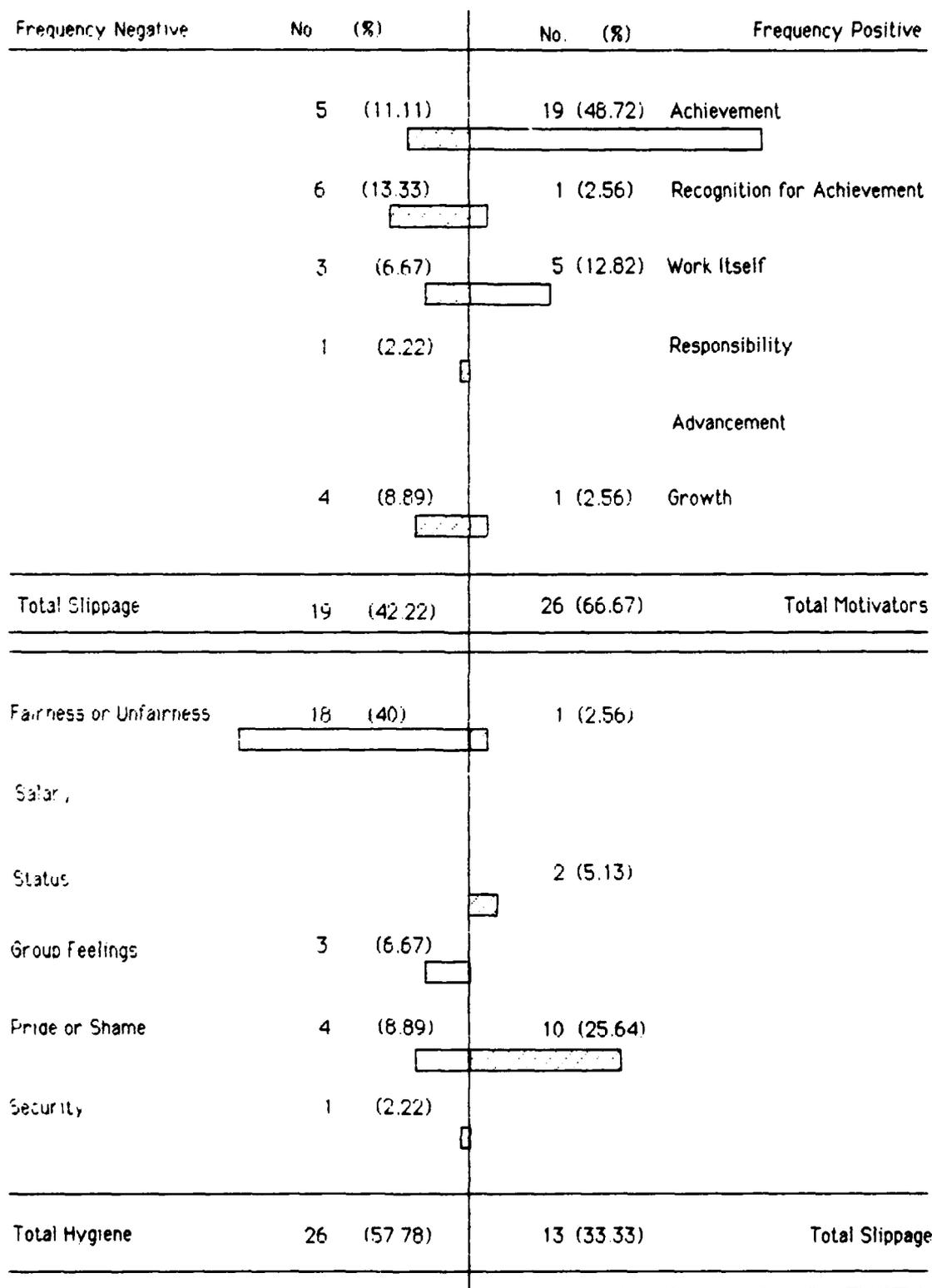
NL





MICROCOPY RESOLUTION TEST CHART
NATIONAL BUREAU OF STANDARDS-1963-A

SECOND LEVEL FACTORS - ATTITUDES



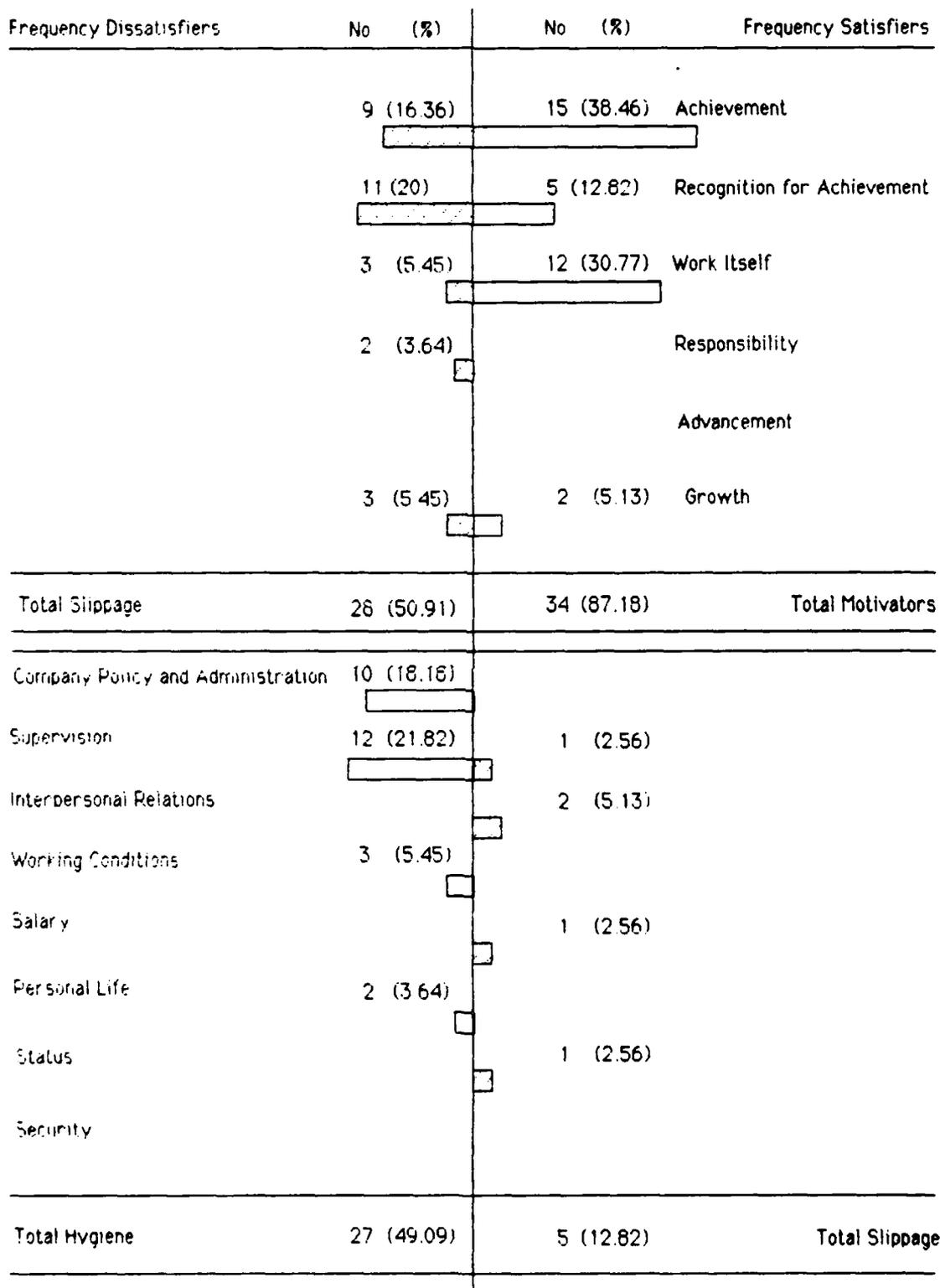
Samples not qualifying as events = 0

N Subjects = 25

N Events = 48

Figure 22b PROFILE OF SAN FRANCISCO BATTALION - *COMMANDER SELECTED*

FIRST LEVEL FACTORS - EVENTS

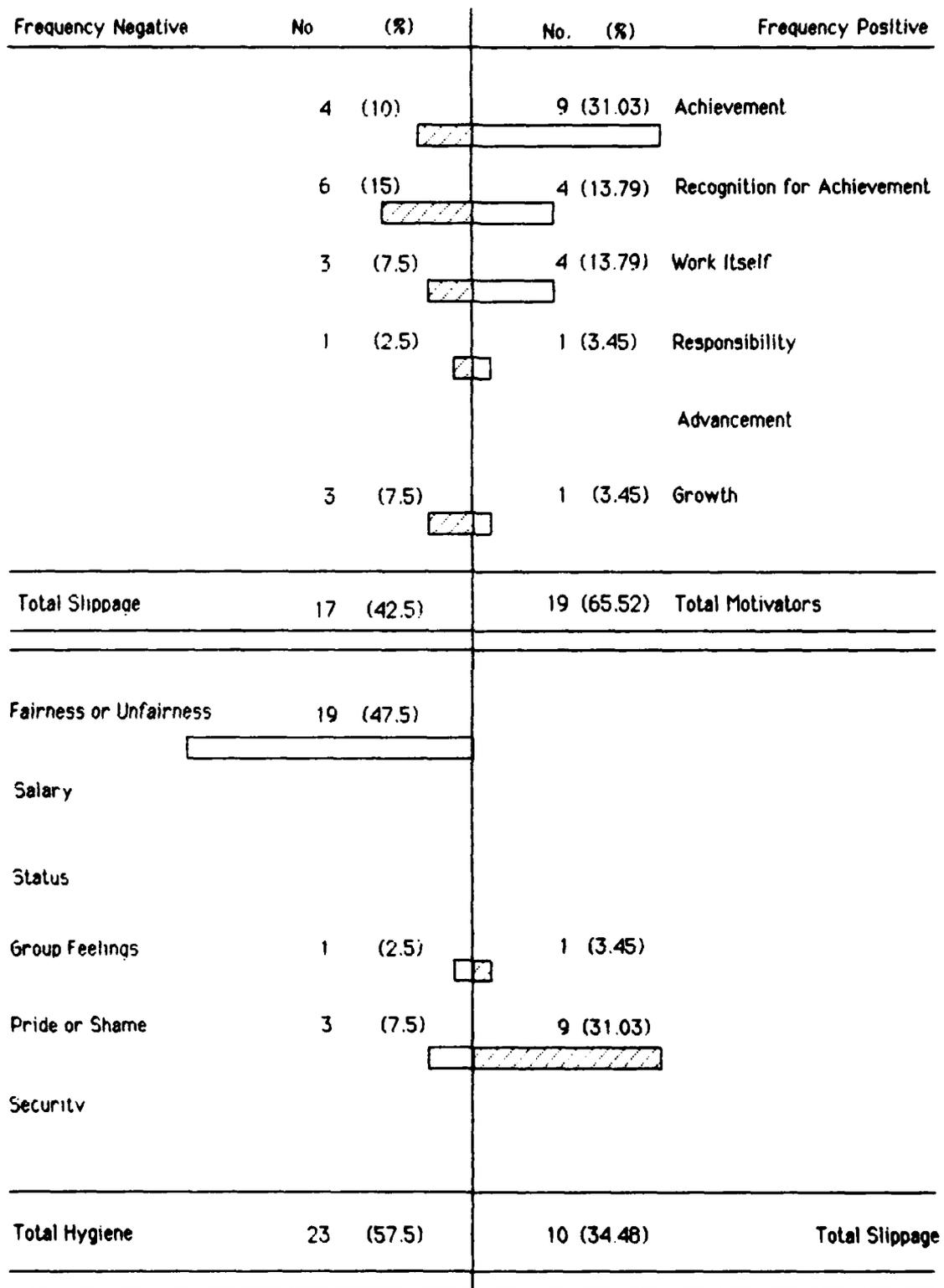


Samples not qualifying as events = 2

N Subjects = 24

N Events = 43

Figure 23a PROFILE OF SAN FRANCISCO BATTALION - OTHERS



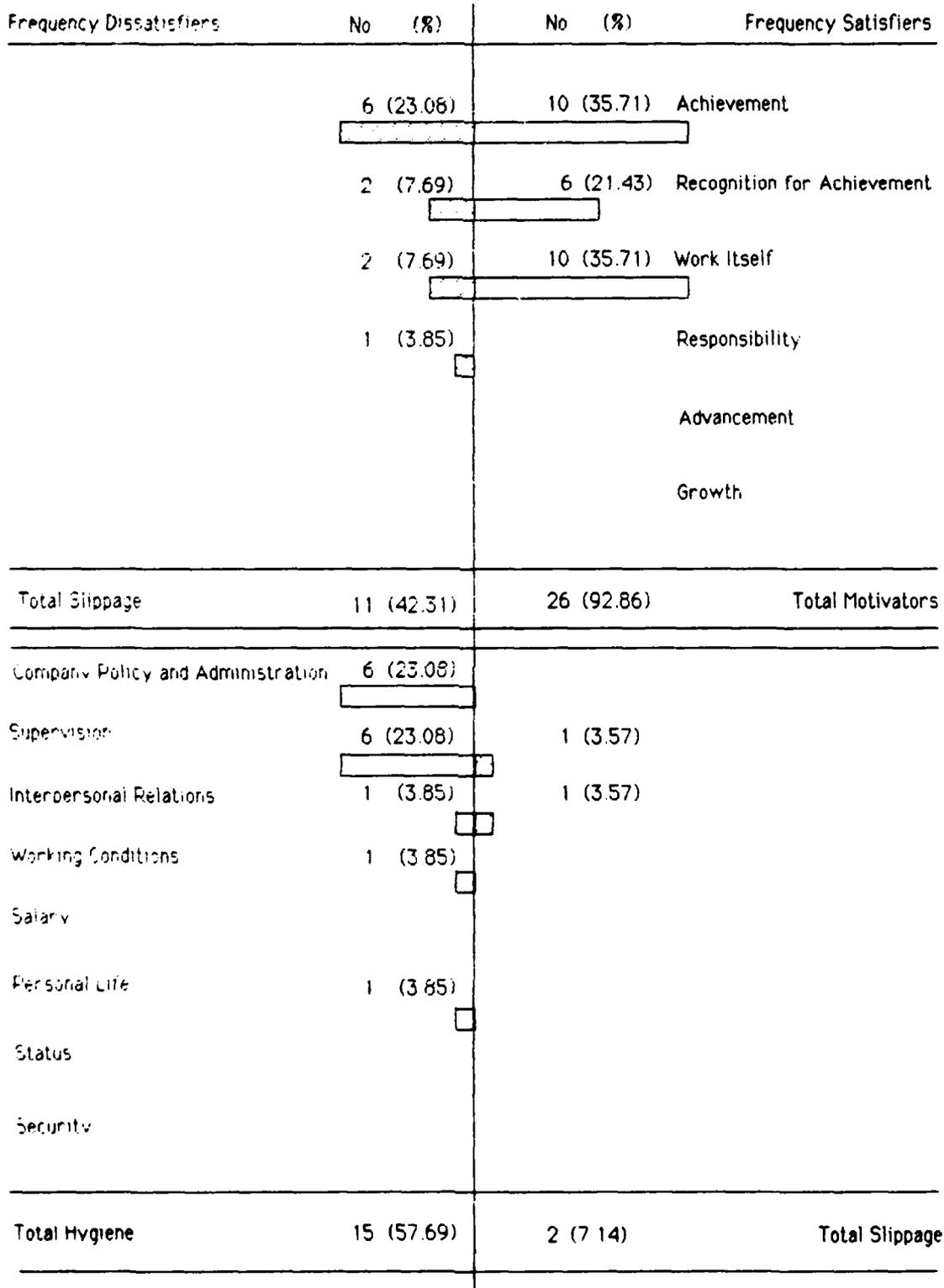
Samples not qualifying as events = 2

N Subjects = 24

N Events = 43

Figure 23b. PROFILE OF SAN FRANCISCO BATTALION - OTHERS

FIRST LEVEL FACTORS - EVENTS



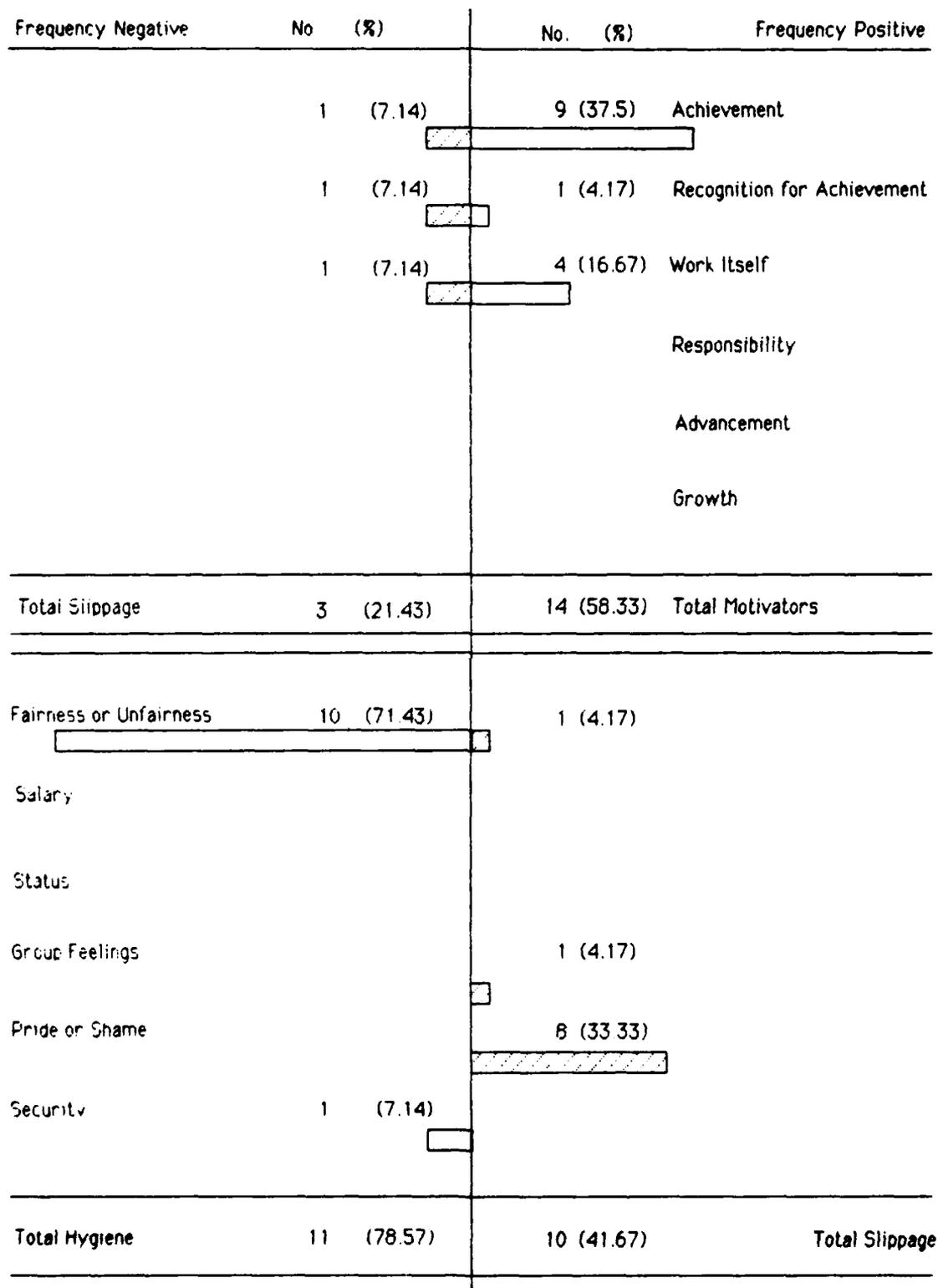
Samples not qualifying as events = 1

N Subjects = 15

N Events = 25

Figure 24a PROFILE OF SANTA ANA BATTALION - COMMANDER SELECTED

SECOND LEVEL FACTORS - ATTITUDES



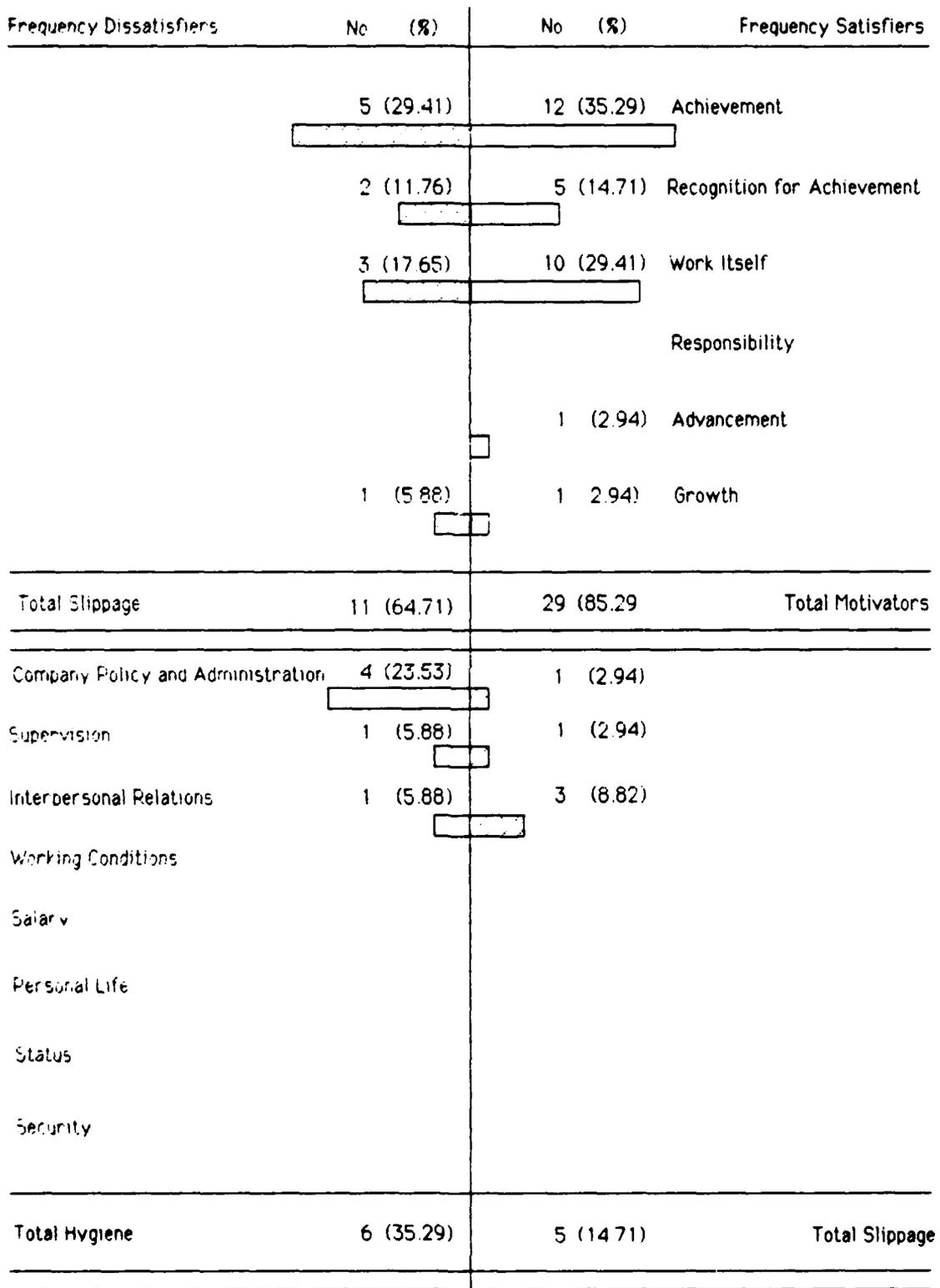
Samples not qualifying as events = 1

N Subjects = 15

N Events = 25

Figure 24b PROFILE OF SANTA ANA BATTALION - COMMANDER SELECTED

FIRST LEVEL FACTORS - EVENTS



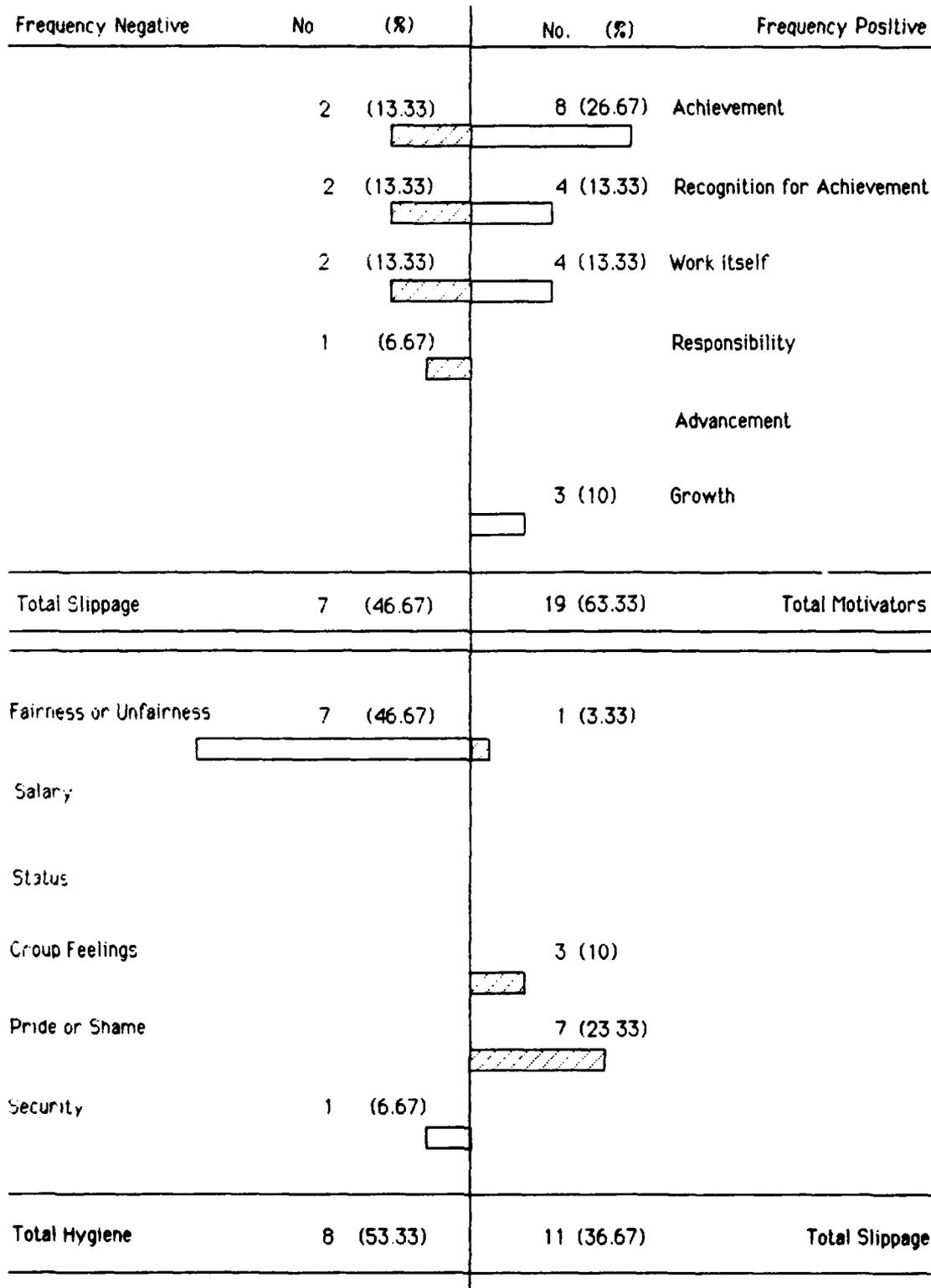
Samples not qualifying as events = 0

N Subjects = 1

N Events = 2

Figure 25a PROFILE OF SANTA ANA BATTALION - OTHERS

SECOND LEVEL FACTORS - ATTITUDES



Samples not qualifying as events = 1

N Subjects = 14

N Events = 25

Figure 25b PROFILE OF SANTA ANA BATTALION - OTHERS

FIRST LEVEL FACTORS - EVENTS

Frequency Dissatisfiers	No	(%)	No	(%)	Frequency Satisfiers
	1	(25)	1	(33.33)	Achievement
	1	(25)	1	(33.33)	Recognition for Achievement
					Work Itself
					Responsibility
					Advancement
			1	(33.33)	Growth
Total Slippage	2	(50)	3	(100)	Total Motivators
Company Policy and Administration	1	(25)			
Supervision					
Interpersonal Relations					
Working Conditions					
Salary					
Personal Life					
Status	1	(25)			
Security					
Total Hygiene	2	(50)	0	(0)	Total Slippage

Samples not qualifying as events = 0

N Subjects = 2

N Events = 3

Figure 26a PROFILE OF SEATTLE BATTALION - *COMMANDER SELECTED*

SECOND LEVEL FACTORS - ATTITUDES

Frequency Negative	No.	(%)	No.	(%)	Frequency Positive
	1	(33.33)	1	(33.33)	Achievement
					Recognition for Achievement
					Work Itself
					Responsibility
					Advancement
					Growth
Total Slippage	1	(33.33)	1	(33.33)	Total Motivators
Fairness or Unfairness	1	(33.33)			
Salary					
Status			1	(33.33)	
Group Feelings					
Pride or Shame			1	(33.33)	
Security	1	(33.33)			
Total Hygiene	2	(66.67)	2	(66.67)	Total Slippage

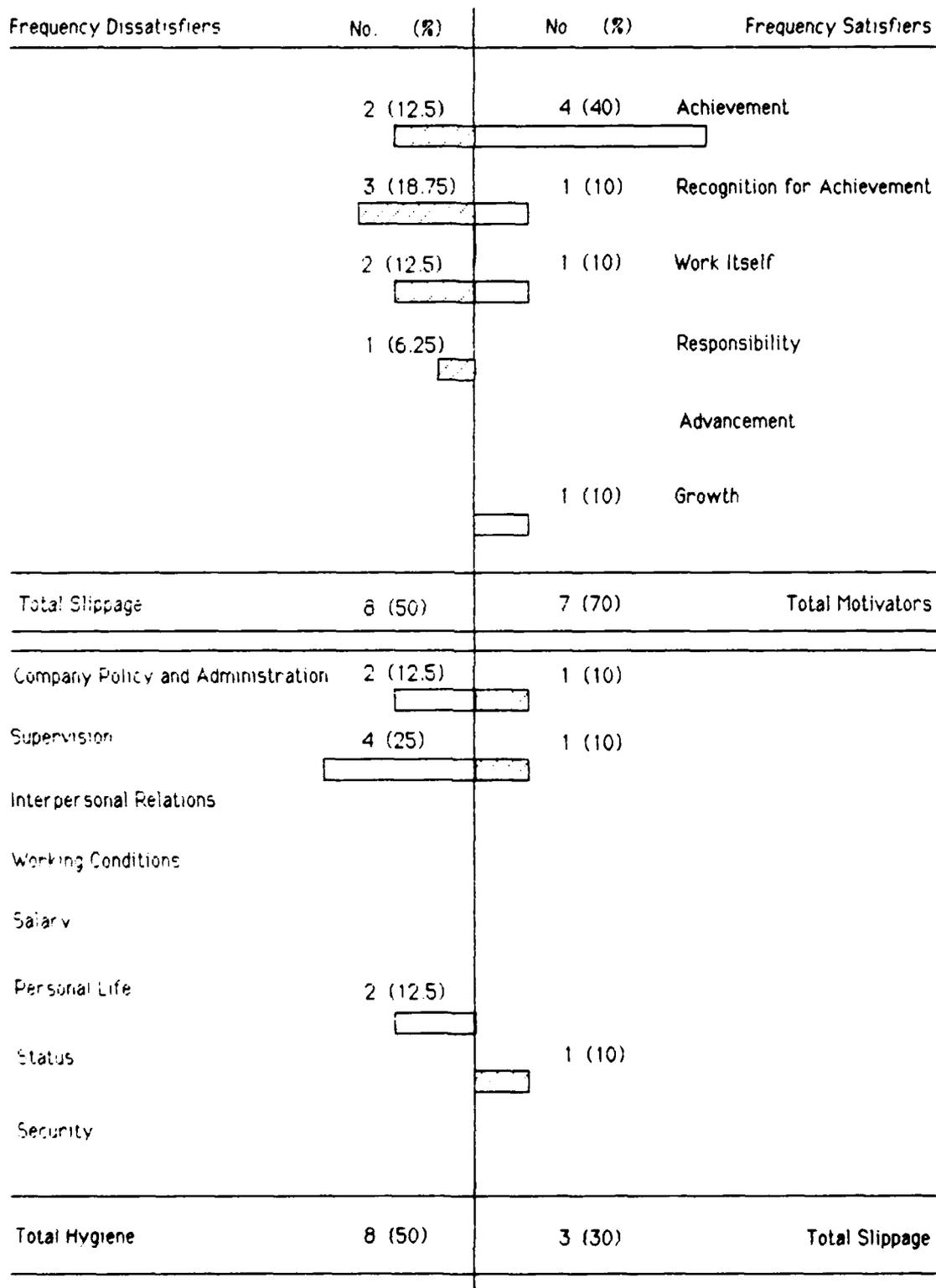
Samples not qualifying as events = 0

N Subjects = 2

N Events = 3

Figure 26b. PROFILE OF SEATTLE BATTALION - *COMMANDER SELECTED*

FIRST LEVEL FACTORS - EVENTS



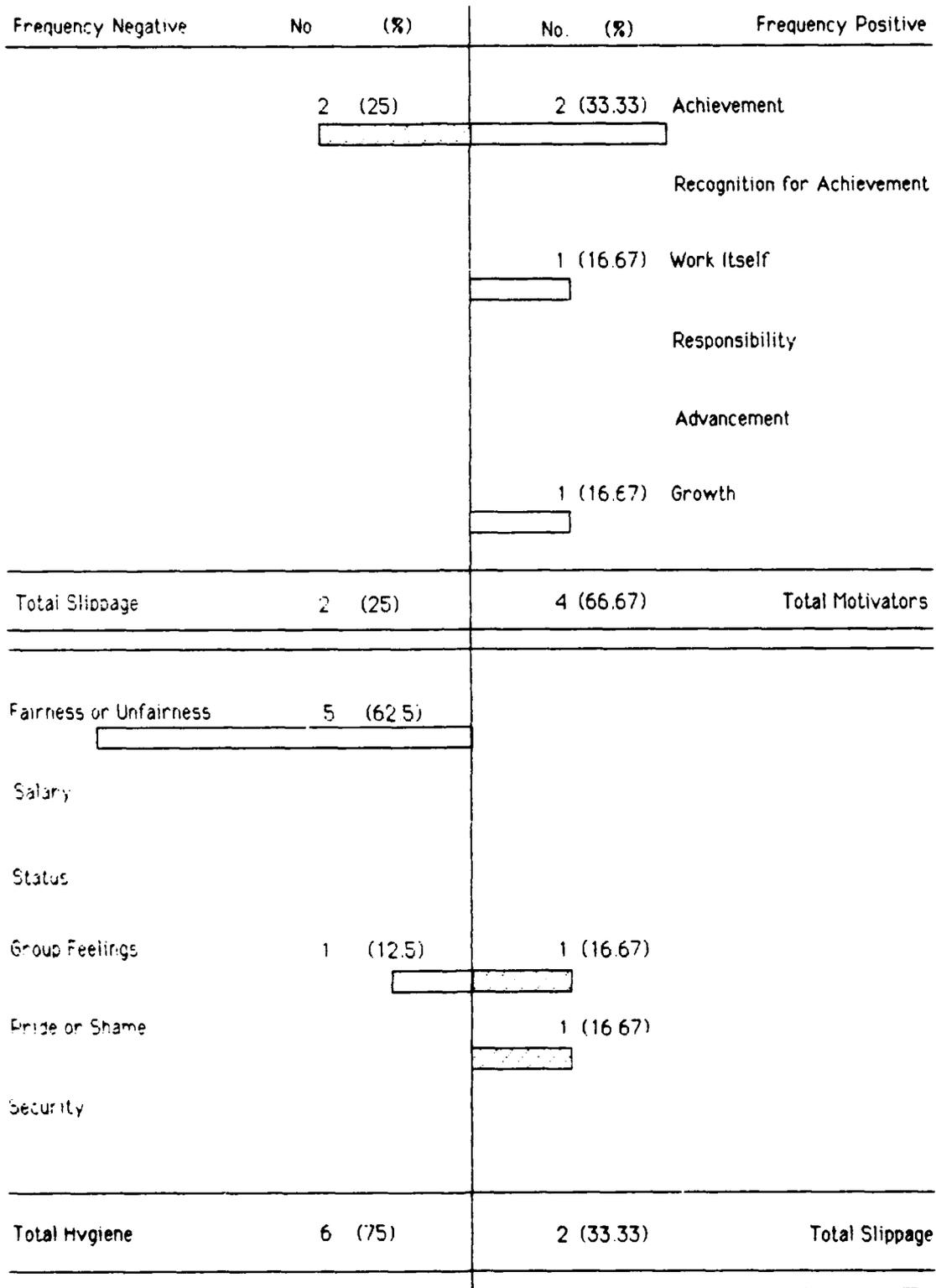
Samples not qualifying as events = 0

N Subjects = 6

N Events = 11

Figure 27a PROFILE OF SEATTLE BATTALION - OTHERS

SECOND LEVEL FACTORS - ATTITUDES



Samples not qualifying as events = 0

N Subjects = 6

N Events = 11

Figure 27b PROFILE OF SEATTLE BATTALION - OTHERS

COMPARISON OF MOTIVATION - HYGIENE DYNAMICS

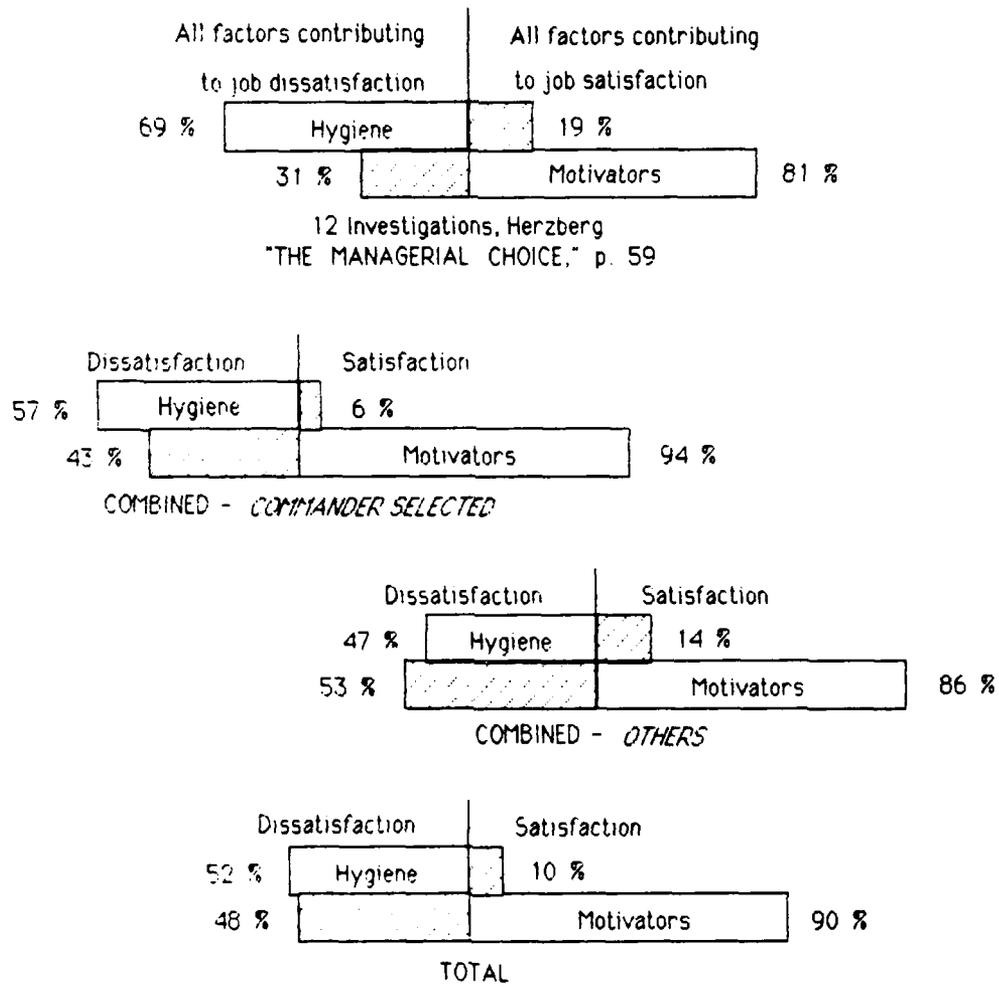


Figure 28 COMPARISON OF TOTALS

COMPARISON OF MOTIVATION - HYGIENE DYNAMICS

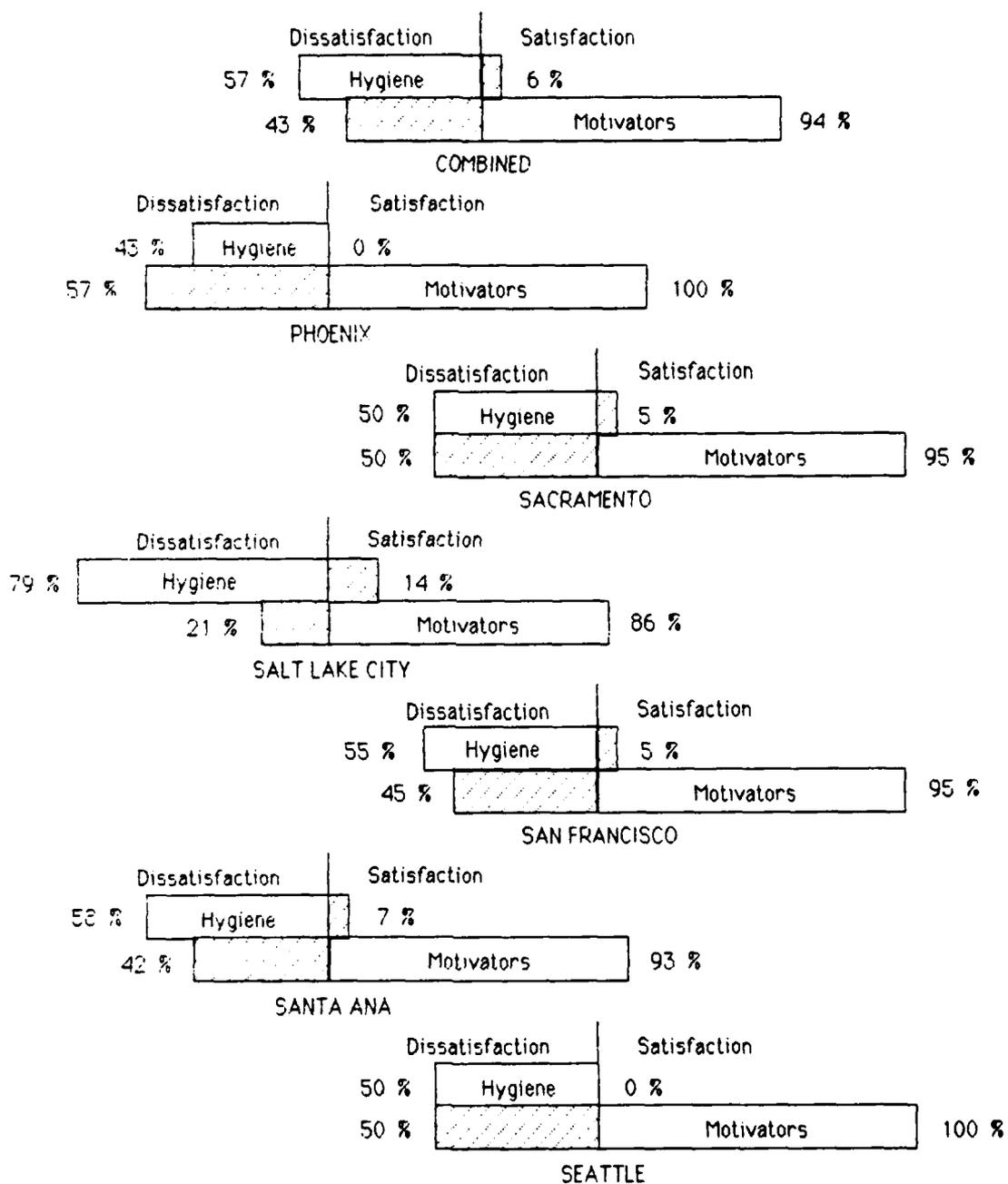


Figure 29 COMPARISON OF *COMMANDER SELECTED*

COMPARISON OF MOTIVATION - HYGIENE DYNAMICS

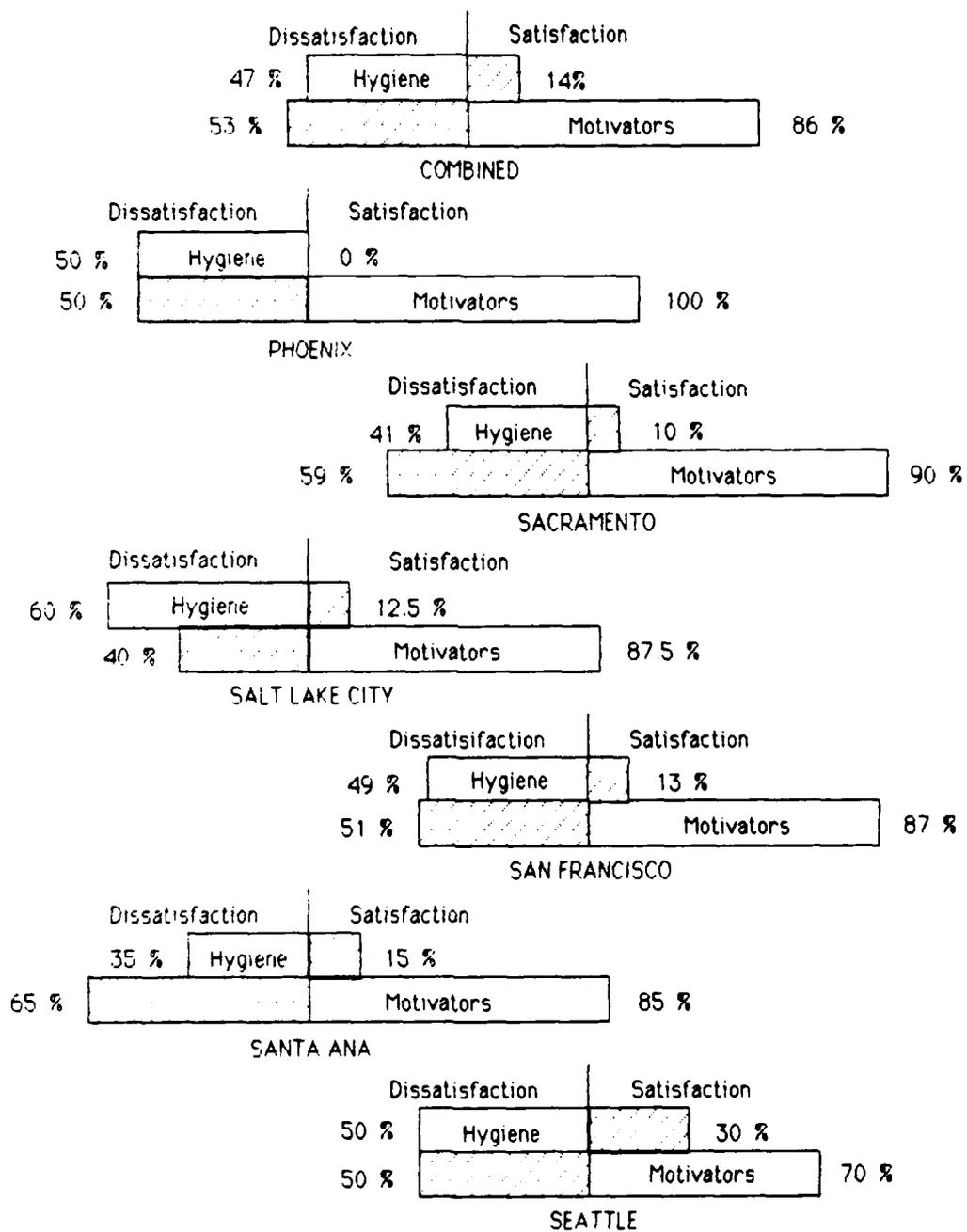


Figure 30 COMPARISON OF OTHERS

**Major Principles
of the Motivation-Hygiene Theory**
(Herzberg, 1978)

- *Satisfaction and dissatisfaction are not opposite feeling states.
- *The experience of satisfaction is qualitatively different from the experience of relief from dissatisfaction. Eliminating the causes of an individual's dissatisfaction does not produce satisfaction because it is determined by different factors.
- *The opposite of satisfaction is no satisfaction.
- *The opposite of dissatisfaction is no dissatisfaction.
- *There is no neutral point within or between each continuum.
- *There is no overall concept that combines the two feeling states

Hygiene Principles

- *The underlying dynamic of dissatisfaction is pain avoidance.
- *The sources of relief from pain are found outside the individual. These sources are called hygiene factors because they serve to prevent dissatisfaction.
- *The hygiene factors are based on the needs of man the animal.
- *The hygiene needs parallel the primary drives--those that are preprogrammed at birth as automatic life-preserving processes.
- *Relief of hygiene needs is short-term and cyclical, returning to physical or psychological zero-states. The zero-point of pain escalates as an individual's expectations rise.
- *The activities an individual engages in because of hygiene needs are activities that he is made to engage in and lead to *movement* on his part.

Motivation Principles

- *The underlying dynamic of satisfaction is individual psychological growth
- *Satisfaction is caused by the richness of the ingredients in the activities the individual performs. Psychological growth is nourished by intrinsic factors called motivators; they lead to performance in activities that the individual personally wants to engage in.
- *The motivator needs are based on the potential drives of man residing in the higher brain levels.
- *Instilling the desire to engage in excellent performance is called the motivating process.
- *The motivator needs are long-term and are not cyclical. They are limited in sources because they must be created; they do not occur naturally, as hygiene pain does.
- *The ingredients of activities that the individual pursues for psychological growth--to fulfill his motivator needs--lead not to movement but *motivation*.

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