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# CANADIAN WORK VALUES

FINDINGS OF A WORK ETHIC SURVEY AND  
A JOB SATISFACTION SURVEY



Manpower  
and Immigration

Main-d'œuvre  
et Immigration

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A JOB SATISFACTION SURVEY

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Manpower  
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et Immigration

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## ACKNOWLEDGMENTS

As with any large-scale undertaking, the authors owe a debt of gratitude to many others who have contributed valuable skills and time to the successful completion of the task. We would like to express our gratitude to the many people in the Department of Manpower and Immigration who assisted in the completion of this report. Where possible, their comments have been included although the authors take final responsibility for the content.

Special thanks are due to the support staff of the Research Projects Group, Department of Manpower and Immigration; in particular, Mrs. M. Ford, and her group.

The field work portion of the studies was undertaken by Goldfarb Consultants Ltd. and Canadian Facts Ltd.

It is necessary to point out that any views expressed in this study do not necessarily reflect the official position of the Department of Manpower and Immigration.



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Information Canada

Ottawa 1975

Contract No. 02KX.38434-74-40456

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## CHAPTER 1:

### INTRODUCTION

#### Attitudes to Work and Jobs

For the past several years, unemployment in Canada has been a prime source of concern. While hardly a new phenomenon, unemployment in recent years has been puzzling, particularly when other economic indicators showed strong performances. Demand was buoyant, employment growing rapidly, yet the unemployment rate refused to drop below five per cent. Labour shortages co-existed with increasing unemployment.

1. Various explanations were proposed. One popular explanation centred on the argument that there had been a change in people's attitudes, values, and behaviour which had led to a weakening of the desire to work. Canadians, particularly young Canadians, the dictum went, had lost the work ethic; they were not willing to take existing jobs because they preferred unemployment insurance and idleness to work.

2. A second popular argument placed the blame not on a demise of the work ethic, but on the failure of today's jobs to satisfy the expectations of workers, again youth in particular. Proponents of this position believed that the problem lay with some of the mind-numbing, inherently dissatisfying jobs available in the current labour market. They argued that it is these jobs which are being shunned by workers, and the solution is to change the jobs—not the job seekers. A member of the Canadian Chamber of Commerce, John Paré of Montreal, expressed it this way:

"It is not that youth is unwilling to work . . .

It is simply that they have rejected the tightly circumscribed environment that the older worker has come to accept . . . Instead, the younger people seek more creative roles for themselves and they want to influence the goals of the enterprise."<sup>1</sup>

In either case, we are dealing with a change in *attitudes* which may have been sufficiently widespread to affect unemployment statistics. What is the evidence? Unfortunately, there is little such attitudinal data in Canada, and that is a primary motivation for the surveys reported here. But certain recent changes lend credence to the assumption that traditional work attitudes have been modified.

Consider:

- young people form a higher percentage of the labour force than formerly, and the values espoused, at least by the more vocal segments of the younger generation, appear to differ rather markedly from the traditional;
- the population is more highly educated than ever before, and as such may have greater job expectations;
- non-work income is more available than in the past and seems likely to offer some competition for society's lowest paid jobs;
- the service and governmental sectors of the economy have grown considerably, thus creating a greater number of white-collar jobs for workers;
- the role of communications in formulating peoples' opinions and aspirations has become more dominant.

These and other factors occupy a prominent position in some economic studies<sup>2</sup> of recent years, a main purpose of which has been to explain the apparent rise in the amount of unemployment that is present when the economy is operating at full capacity. Attention is often focussed on the increase in job changing in the labour market. Clearly more job changing is likely to mean more persons between jobs, so the question becomes: Why are more Canadians changing jobs? Perhaps it is due to the increase in youth's share of the labour force, youth being more prone to change jobs. Perhaps it is because of the increase in the number of short-term and part-time job holders in the economy. And perhaps, also, some change in the attitudes of the workers themselves is responsible.

Higher turnover, entry problems confronting school leavers, and the availability of alternatives to low-pay dead-end jobs—these are the factors economists tend to emphasize in looking at current labour market developments. But the analysis is limited for the most part to what can be observed; the factors behind behaviour, including attitudes, are but dimly glimpsed and perhaps wrongly perceived.

<sup>1</sup>Toronto Globe & Mail, 25/1/73

<sup>2</sup>Economic Council of Canada, Tenth Annual Review.



To the Department of Manpower and Immigration, charged with major programs to improve the match of workers and jobs, it has become increasingly important to determine Canadian attitudes to work in general, and to their own jobs in particular. To this end, two major surveys commissioned by the department were conducted in the fall and winter of 1973-74, one on the work ethic and one on job satisfaction.<sup>1</sup>

### The Surveys

The two popular arguments concerning the role of the work ethic and job satisfaction became the focal points in a preliminary investigation into the reasons behind our current labour developments. In order to examine the intrinsic value Canadians place on work, the Work Ethic Survey was undertaken. Similarly, the Job Satisfaction Survey was undertaken to examine the value Canadians placed on various characteristics of jobs.

#### *The Work Ethic Survey*

The intent of this study was to explore Canadians' attitudes towards work in general, rather than towards specific jobs they might have. By gauging this "motivation to work" it was hoped to gain insights into some underlying values of the population that are relevant to an understanding of labour market behaviour.

Perceptions of the way the world of work operates, queries about the position of work in one's hierarchy of values and its role in attaining personal goals, probes into individual commitment to work as well as commitment to jobs and employers, and information about past jobs and future work intentions, are examples of some of the many aspects of work attitudes and behaviour explored in the study.

#### *The Job Satisfaction Survey*

The thrust of this study was an examination of job aspects which workers may or may not value highly, or obtain satisfaction from in their current employment. The investigation centred on promotional opportunities, financial rewards, quality of supervision, degree of challenge, and co-worker relations, to name a few topics.

It was felt that perceived deficiencies in jobs might lead to worker disenchantment and thus to increased absenteeism or job switching, or to more actively expressed discontent such as strikes.

The closer the match between the actual job and that which the worker believes to be ideal, the less likely that job dissatisfaction has an important influence on our unemployment rate.

However, it should be noted that the two studies were conducted independently of each other, and thus an analysis of the interplay between work attitudes and job satisfaction is severely hindered.

At present, we are restricted to drawing inferences about the effect each has on the other, and to examining similarities in the findings of the two surveys.

### Survey Research and Attitude Measurement

#### *The Usefulness of Survey Techniques*

Central to the studies incorporated in this report is

the assumption that survey techniques are both useful and valid in the assessment of public attitudes. Like all assumptions, this is open to question.

As a general comment, it may be said that surveys seek to examine images, stereotypes, and hypotheses about different groups by quantifying chosen characteristics so that assessments can then be made on more than intuition alone. Surveys also help gauge public sentiment and knowledge more effectively, provide a more solid basis for social commentaries and criticisms, and serve to illuminate social programs.<sup>2</sup>

A weakness of survey research is that, unlike laboratory experiments, it cannot establish definite causal relationships. Hypothesis testing may uncover consistent relationships between certain variables, but it must always be remembered that perhaps there remains some intervening and unmeasured variable, one not included in the study, which is the key determinant in a causal chain.

These limitations do not override the usefulness of social surveys; they simply form part of the framework within which surveys take place and should be interpreted.

#### *Attitude Measurement*

The assessment of attitudes is a difficult task in any context. Even through our daily contact with others we are made aware of the complexity of attitudes. They are many faceted and tend to remain dormant until provoked by some stimulus; there may be certain conditions that modify them so that they are not always applied consistently; and they have both content (what they are about) and intensity (how strongly they are held). It is generally felt that the intensity with which an attitude is held is the key determinant of the extent to which the attitude will dictate behaviour. Those who have extremely positive or negative views will defend their positions more vehemently than those with more neutral sentiments, and their behaviour can be more easily predicted than can that of others.<sup>3</sup>

The chief function of attitude scales is to divide people roughly into groups according to their responses to the particular attitude in question. It must, however, be remembered that the strength and nature of attitudes are relative; that is, peoples' feelings are strong or weak, positive or negative, compared with those of others.

The development of attitudinal scales hinges on the complexity of attitudes themselves. Researchers must approach the attitude from different directions, trying to prod it into the open by the use of several different stimuli. To do this, the respondent is asked a variety of specially developed and tested opinion questions (stimuli), the answers to which are presumed to lend insights into the provoked underlying attitude. The development of such questions used in the Work Ethic and Job Satisfaction Surveys will be discussed in Chapters 2 and 3 respectively.

An array or scale of questions, as opposed to a single item, is preferable for many reasons. Responses to attitude questions are more sensitive to changes in word-

<sup>1</sup>It should be recognized that surveys taken only at one point in time do not permit an analysis of change. Instead, the results provide an attitudinal perspective on only certain aspects of an exceedingly complex field.

<sup>2</sup>See Glock (40), p. 15.

<sup>3</sup>See Oppenheim (90), p. 103.

ing, emphasis, and sequence than are responses to factual questions.<sup>1</sup> This is because opinions are complex, and particular wordings may get at certain aspects only, rather than the total attitude. The effects of ambiguous items and respondents' mood changes are also to some extent neutralized by the use of several items instead of a single one. By viewing the attitude from different perspectives, as it were, it is felt that a better picture may be drawn of its basic components.

Of course, claims for the meaningfulness of attitude scales depend on how reliable and valid those scales are. If they are reliable, consistent ratings will be obtained each time they are applied to the same group of respondents. And if they are valid, they measure what is intended and not the effects of some other variable. Certifying the validity of scales is still a difficult task. Beyond the mechanics involved is always the nagging possibility that perhaps the respondents have not answered questions truthfully, thereby reducing the accuracy of the data. This type of misinformation can be minimized through careful item construction, and counterbalanced through the sheer numbers of persons in the total sample.

In Chapters 2 and 3 specific reference will be made to the strengths and limitations of the attitude scales developed in this research, and to the extent of their use in our analysis.

#### **A Preview**

In Chapters 2 and 3 the development of the Work Ethic and Job Satisfaction Surveys is outlined. Historical perspectives are presented, mention is made of previous

research, and the study design and representativeness of the two samples are discussed.

Chapter 4, The National Dimension, presents the findings of each survey as they pertain to the Canadian population in general. The role work plays in the attainment of goals, the self-perceived characteristics of workers, the general degree of satisfaction Canadians obtain from their jobs, and the importance of and satisfaction with various aspects of their work, provide the major focus for analysis.

Chapter 5, Young Workers and the Labour Force, examines the behaviour of younger Canadians relative to that of older segments of the population. Differences in the educational attainment of modern youth, in the nature of unemployment they experience, in their job-switching patterns, and in their career aspirations are highlighted. Information regarding what young workers hope for in jobs, and what they actually find, points to some interesting variations among the age groups.

Chapter 6, Women and the Labour Force, provides an overview of differences in work values between females and males. Particular reference is made to the conflict between women's traditional and "new" roles in society; the reasons women choose to take paid employment; their commitment to their jobs and their commitment to the family; the importance which various aspects of jobs hold for them; and the extent to which women find their jobs satisfying. The data again indicate not only differences between the sexes, but also between age and educational groups of the same sex.

In Chapter 7, the conclusions and implications of the survey findings are discussed.

<sup>1</sup>See Oppenheim (90), p. 73.



## CHAPTER 2:

### WORK AND THE WORK ETHIC SURVEY

This chapter sets current work attitudes in an historical context. A definition of the "work ethic" is derived which centres not on industriousness but on the desire to work. This distinction between the personal desire to work and industriousness is stressed, and present concerns with the demise of the work ethic are related to fears of a decline in this desire. Following the discussion are a commentary on previous survey research examining work attitudes, and a brief review of the Work Ethic Survey.

#### The Meaning of Work Historically

Beginning with the Greek Era through to the rise of Calvinism, gradual but repeated modifications in work attitudes can be documented; the work ethic was just one.

To the ancient Greeks, work was a curse—a burden. Their name for work was *ponos*, which has the same root as the Latin *poena*, meaning sorrow. According to Homer, the gods hated mankind and out of spite condemned men to toil. Romans shared the same harsh definition of work, while to the Hebrews, toil, "wresting bread from a thorny earth," was a means of expiating the sins of Adam and Eve. "If man," says the Talmud, "does not find his food like animals and birds but must earn it, that is due to sin."

Early Christianity followed the Hebrew tradition in regarding work as a divine punishment for man's original sin, but also introduced other reasons for working. St. Augustine decreed that work was obligatory for monks because:

"... it supplies the needs of the monastery; it fosters brotherly love; (and it) purges body and soul of evil pleasures."

However, the shift in the approach to work was only slight. For St. Augustine and other leading figures in the early Christian Church, only work which provided the basic needs for subsistence was acceptable. For the many religious sects which blossomed in Europe between the eleventh and fourteenth centuries, work continued to be exalted as a scourge for the pride of the flesh. St. Francis of Assisi obliged his Friars Minor to live by their own work, namely heavy manual labour, with the sole

purpose of earning their daily bread plus a few coppers to be given as alms.

As the centuries passed, the Catholic Church's evaluation of work began to merge more closely with worldly standards of the time. This evolution perhaps began with St. Thomas Aquinas, a thirteenth century monk who ranked all the professions and trades according to their value to society, with agriculture at the top of the hierarchy, then handcrafts, and commerce at the bottom. Money lending was not included in the hierarchy, and centuries were to pass before such economic practices were to become acceptable to the Church. However, with St. Thomas Aquinas' doctrine of labour commenced the important concept of work as a natural right and duty, the sole legitimate foundation for property and profit; but, work was still not a social obligation for man. As in the Hebrew tradition, "he who did not need to work to maintain himself should better contemplate God."

Increasingly, economic practices made inroads on the Catholic Church's conception of work. Both St. Antoninus of Florence and Bernardino of Siena, while clinging to many earlier ideas of work, made an important change from previous doctrines in that they allowed capitalistic profits on investments (with the provision that the investor take some part in the conduct of the enterprise). Wealth was also allowed and even preferred, unlike in earlier eras. But work was always subordinate to concern for the life hereafter.

Not so for the Protestant sects that had been developing during the Renaissance. To Martin Luther work was a form of serving God. In fact, to Luther, "There is just one best way to serve God—to do most perfectly the work of one's profession." Yet Luther still clung to the medieval notion that work should provide only sustenance, not profit; also, he firmly believed that it was against God's laws to use work as a means of passing from one class or profession to another, thereby rising in the social hierarchy.

#### The Development of the Work Ethic

Both convictions of Luther were rejected by John



Calvin and the religious creeds of Calvinism. Profit was deemed acceptable and was actually viewed as the certain indication of a man's success in pleasing God in his chosen profession. Also, Calvinism maintained it was man's religious duty not to remain in one station for life but to seek actively a profession that would bring to him, and hence to society, the greatest return, even if it meant leaving one's inherited position.

It is this Calvinist innovation that is the *essence* of the work ethic; for the first time, a desire to work was included with other suitable attitudes to work that had existed for centuries. This concept of the work ethic that emerged in the Western world with Calvinism has been described by Max Weber as being a personal desire to work on the part of members of a society. Weber's definition of the work ethic was that a man should work well in his gainful occupation, not merely because he had to but because he wanted to; it was a sign of his virtue and a source of personal satisfaction. To Weber, this personal desire to work was of such importance that he saw it as being *embedded* in the social values of the Calvinist society. The desire to work became, therefore, not only a personal matter but also a social obligation. However, many references to the Protestant work ethic of that period lump together not only the desire to work but also the manner in which the work should be done. Consider, for example, the following modern-day interpretation of what was involved in the work ethic:

“The principal aspects of (the) Protestant Ethic... are individualism, asceticism, and industriousness. The emphasis placed on a man's industriousness probably represents the most critical aspect of (the) Protestant Ethic.”<sup>1</sup>

Industriousness, however, is an example of a work trait that seems to have been universally extolled, and its opposite—laziness or idleness—had been condemned in numerous societies long before Calvinism and the first references to a work ethic. Hesiod told the Greeks that “No toil can shame thee; idleness is shame.” St. Jerome wrote in Latin: “Find some work for your hands to do so that the devil may never find you idle.” And St. Benedict, the sixth century abbot who is considered the founder of Western monasticism, expressed the opinion that “Idleness is the enemy of the soul.” To most societies, if not all, industriousness has been an essential attribute for workers. However, although a work-related virtue such as industriousness is important, a prior concern is the desire of persons to work—a concept that emerged with the Calvinists.

The first flowering of such a “work ethic” among Calvinists was not the end-point in the development of the Western world's work values. Instead, the position of work continued to be elevated through subsequent centuries. Leon Battista Alberti warned about the perils of idleness and unemployment and exulted in labouriousness “which fills so well the slow passage of the hours.” Voltaire's *Candide* closed with the agreement of the three heroes that work is the best practical solution to the enigma of life. The economic typology of Adam Smith envisioned

the productive classes as composed of workers of every sort, with only those members living in idleness called sterile.

As the centuries passed, so did the popular conception of work as an end in itself: “The nineteenth century was the Golden Age for the idea of work,” according to one historian.<sup>2</sup> Leading philosophers attributed to work all human progress—material, intellectual, and spiritual. For the socialist thinkers at the end of the nineteenth century people liked to work, and in the socialist-ideal state everyone would work.

It is this legacy that the twentieth century has inherited. The sentiments expressed by Theodore Roosevelt at a Labour Day meeting in Syracuse, New York, in 1903 still apply in Western societies:

“Far and away the best prize that life offers is the chance to work hard at work worth doing.”

The “work ethic,” this desire to work, is not, however, unique to western societies, which have inherited their work attitudes from many diverse traditions. Work attitudes esteemed by Western civilizations—industriousness, for example—are also found elsewhere.

Eastern nations have developed concepts of work similar to our own, although their beliefs have evolved along a different path. An old Chinese proverb “Never was good work done without much trouble”<sup>3</sup> suggests the emphasis placed on work in that society. Similarly, Japan, “unquestionably an achieving nation,” possesses a set of values which in many aspects resembles those of the Calvinists; the transmission of these values has, naturally, been different, but diligence, thrift, and achievement are certainly Japanese ideals. Ninomiya Sontuba, the Peasant Saint, exhorted the populace to “work much, earn much, (and) spend little.” He espoused the virtues of practical self-help, piety, and loyalty—virtues found in the Confucian set of ethics which were incorporated in some teachings of Buddhism and Shintoism.

Almost identical work attitudes have been found among small cultural groups usually labelled primitive by modern industrial standards. The anthropologist Firth has pointed out that “work for its own sake is a constant characteristic of Maori industry.”<sup>4</sup> In fact, “To put one's labour at the command of another is a social service, not merely an economic service.”<sup>5</sup> Similarly, “The Andaman islanders regard laziness as anti-social behaviour,”<sup>6</sup> and Thurnwald in his *Economics in Primitive Communities* emphasizes that “work is never limited to the unavoidable minimum but exceeds the necessary amount, owing to a naturally acquired functional urge to activity.”<sup>7</sup>

### Concerns About the Health of the Work Ethic

Obviously, a work ethic that dictates a strong personal motivation to work has had much broader appeal than only to the Calvinist sect of the seventeenth century, which western societies generally consider the model for desirable work attitudes. Furthermore, just as the work ethic is not specific to any particular culture, reports of its imminent death are not bound to any particular phase of its existence.

<sup>1</sup>See Wollack et. al. (139), p. 331.

<sup>2</sup>See Tilgher (132), p. 90.

<sup>3</sup>See Armstrong (4), pp. 149-150.

<sup>4</sup>See Firth (34), p. 17.

<sup>5</sup>See Firth (35), p. 16.

<sup>6</sup>See Radcliffe-Brown (108)

<sup>7</sup>See Thurnwald (131), p. 209.



The 1970s are certainly not unique in the extent to which fears have been expressed that the work ethic is declining. The following quotation from a work historian could easily be expressing current-day sentiments:

"... It is certainly a serious matter that in the country which until yesterday was the veritable Holy Land of this new faith, in the United States of America, the religion of work should seem paradoxically but inevitably to be producing a religion its exact opposite, the religion of recreation, pleasure and amusement..."

As far as that goes, the phenomenon is universal. Every country resounds to the lament that the work-fever does not burn in the younger generation, the post-war generation..."<sup>1</sup>

This statement was uttered not in the 1970s but in the late 1920s, and refers to the post-World War I, not post-World War II, generation of young people. And references to a failure of the work ethic can be found going back even further. Abraham Lincoln, in a sarcastic note to Major Ramsey in 1861, wrote:

"The lady bearer of this says she has two sons who want to work. Set them at it if possible. Wanting to work is so rare a want that it should be encouraged."

There are several reasons for the recurrence of fears about the decline of the work ethic. Perhaps foremost among these reasons is the myth that at some time in the past, the work ethic characterized every member of society. Earlier references to the theme of industriousness versus laziness and idleness throughout history suggest that there have always been individuals who refuse to toe society's line on matters of work, and societies characterized by a work ethic are no different. Previous generations of North Americans were not uniform in their zeal for work; as Reisman has pointed out:

"... Americans in earlier periods were not uniformly work-minded. In Horace Greeley's account of his famous trip West in 1859... he commented with disgust on the many squatters on Kansas homesteads who, in contrast to the industrious Mormons, sat around improvidently, building decent shelter neither for themselves nor for their stock... Similarly, the correspondence of railroad managers in the last century... is full of complaints about the lack of labour discipline; this is one reason that the Chinese were brought in to work on the transcontinental roads. There were, it is evident, many backsliders in the earlier era from the all-pervading gospel of work, and the frontier, like many city slums, harbored a number of drifters."<sup>2</sup>

Consequently, fears of a declining work ethic today can be attributed partly to the existence of groups in society that are not work oriented—groups that have always existed.

Current fears about the state of the work ethic may also be the natural side-effect of the continual process of change in any society's attitudes, values, and opinions. Attitudes do not stand still. Throughout western history, as has been shown, attitudes to work have undergone repeated modifications, one of them, but certainly not the last, being the birth of the work ethic. Consequently, it is to be expected that some of our attitudes towards work are now undergoing change. The uncertainty of exactly what these changes are means that there is difficulty estimating their magnitude or their importance. It is therefore easy, but not necessarily correct, to assume that these changes include the destruction of the work ethic. Part of the problem is the confusion over what actually constitutes the work ethic. If the definition is sufficiently broad to take in all the work attributes of Calvinism or of some other doctrine, then it is considerably more likely that the work ethic will be dead, by definition, as soon as even one of its minor components changes.

Today's concern centres on the apparently easier access of Canadians to public assistance, and since the social security schemes most often faulted are of fairly recent origin in Canada, it is possible that the work ethic has indeed been eroded by such programs. Perhaps a major shift in attitudes towards work *has* taken place, and Canadians no longer feel either inspired by a personal desire to work or constrained by society's insistence that they should feel such a desire. In this context, the Work Ethic Survey was undertaken as an attempt to characterize Canadian attitudes towards work.

### Previous Research

Although the work ethic has been a topical issue for some time, there has been surprisingly little Canadian research in the area. There have been numerous editorial discussions, but actual surveys and attitude measurements are remarkably scarce. Those which do exist are, for various reasons, of only partial help in measuring the strength of the work ethic.

A study by Mary Lystad<sup>3</sup> concerned itself with the change in college students' attitudes towards a variety of aspects of American life—economic affairs (including attitudes towards work) was one. Because the study did not focus specifically on work values, the questions were far too general to shed much light on the main area of our concern. The wording, geared to a relatively highly educated sample, presented problems as well.

These limitations also applied to further studies, one by Daniel Yankelovich<sup>4</sup> and another by David Gottlieb,<sup>5</sup> done with college students in the United States.

One study which proposed an actual attitude scale for measuring work ethic was by Wollack, Goodale, Wijting, and Smith.<sup>6</sup> They put considerable effort into the development and testing of their scale, but it presents several problems.

The first is a philosophical difficulty: the scale utilizes industriousness as a key element. But, since industriousness was espoused as a desirable trait long before the Calvinist movement produced the so-called Protestant

<sup>1</sup>See Tilgher (132), p. 141-143.

<sup>2</sup>See Reisman (109), p. 177.

<sup>3</sup>See Lystad (74).

<sup>4</sup>See Yankelovich (142).

<sup>5</sup>See Gottlieb (45).

<sup>6</sup>See Wollack et. al. (139).



work ethic, it was felt that in a study of work attitudes the focus should not be limited to industriousness per se.

The second problem is methodological. Several items on the scale incorporated leading statements that would likely evoke socially desirable rather than true responses. Also, the Wollack scale items appeared to be measuring not what the respondent's own work ethic was but what he or she thought it should be for others. To avoid these third-person perceptions our survey uses items directed as closely as possible at revealing how individuals' attitudes to work relate to themselves.

### The Work Ethic Survey

The two phases of this pilot study were: firstly, in-depth group interviews with young people, mainly in the 16 to 24 age range, in four major Canadian centres—Halifax, Montreal, Toronto, and Vancouver; and secondly, a traditional interview survey of a larger sample of Canadians between the ages of 16 and 60.

Thought was given to what areas should be covered in an investigation of work values; a draft questionnaire was developed which covered these areas and also provided the guidelines for six preliminary group interviews. These interviews provided a pool of verbatim comments on the subject of work and jobs from which attitude statements were selected for use in the finalized questionnaire. Such a procedure helped to circumvent the problem of middle-class (the researchers') bias in item wording, and to reveal dimensions of attitudes that had originally been overlooked. The group sessions also suggested many areas related to the work ethic that deserve further investigation.

The selected attitude statements were edited to remove ambiguities and leading wordings, and then were randomly arranged on the interview schedule.

Once the questionnaire was finalized, it was sent into the field. Personal interviews were conducted with 1,978 Canadians, between the ages of sixteen and sixty, 50 per cent male and 50 per cent female in 49 cities. Quota

sampling was done to aim for the following sample size.

<i>Region</i>	<i>Quota sample</i>
British Columbia	200
Prairies	500
Ontario	450
Quebec	450
Maritimes	400

The cities within each region contributed proportionally to the quota on the basis of population. As outlined in Appendix A, the demographic match between the "work ethic" sample and the population was quite close, and it is believed that biases with regard to the sex, age, and marital status of the respondents are minimal. There is a greater discrepancy between the sample and the general population on the basis of income and education; this is discussed in Appendix A.

The group interview phase of the study was directed at exploring more fully the aspects of work that people value, and how they see work in relation to their own personal goals. These qualitative data were gathered for use in decisions about the elements that should be included in future research into the area of the work ethic.

Four types of people were chosen to participate in the group sessions:

- those still in school;
- those out of school one year or less and working;
- those out of school more than one year and working;
- those out of school one year or less and unemployed.

One essential point bears mention here: validity and reliability checks have not been made on the resultant attitude scales, since they are still in the developmental stage.

The pilot nature of the entire study calls for caution in interpreting results. It is believed, however, that this survey gives us a general overview of the work values of the Canadian population, and indicates hypotheses worthy of pursuit and further illumination.



## CHAPTER 3:

### THE JOB SATISFACTION SURVEY

In this chapter the distinction between work and jobs is first discussed. The focus then shifts to jobs and job satisfaction, and to the characteristics of job satisfaction. A description of the American Survey of Working Conditions Questionnaire<sup>1</sup> and its applicability to attitude measurement of aspects of job satisfaction is followed by a discussion of the sample of Canadians to whom the questionnaire was administered.

#### Jobs and Job Satisfaction

In examining the subject of work, it is easy to overlook the significance of a term that has, in popular usage, become nearly synonymous with work, i.e. "job".

"Job," defined as "piece of work, especially one done for hire or profit", appears to originate from the Middle English *jobbe* meaning a piece or lump. The use of the word "job" to mean employment is so recent that some dictionaries still consider it colloquial.

Despite the apparent interchangeability of "job" and "work," it is important to differentiate between them. The works of various economic anthropologists, in particular Karl Polanyi, explain the origin of this distinction.

Throughout preindustrial history, work was completely enmeshed in the social life of a person. As Polanyi described it, "Under the guild system, as under every other economic system in previous history, the motives and circumstances of productive activities were embedded in the general organization of society. The relations of master, journeyman and apprentice; the terms of the craft; the number of apprentices; the wages of workers were all regulated by the custom and rule of the guild and the town."<sup>2</sup>

A critical element of what Polanyi called the "great transformation" wrought by the Industrial Revolution was the development of a free market in which labour became a commodity which could be bought and sold:

"Man under the name of labour, nature under the name of land, were made available for sale; the use of labour power could be universally bought and sold at a price called wages, and the use of land could be negotiated for a

price called rent. There was a market in labour as well as in land, and supply and demand in either was regulated by the height of wages and rents respectively; . . ."<sup>3</sup>

One could now distinguish between specific tasks and the more general notion of work; hence the origin of job—"a piece of work . . . done for hire . . ."

But the Industrial Revolution, by elevating the role of the free market, created a need for protective institutions. Working conditions in the early stages of capitalism were often abysmal and resulted in widespread dissatisfaction with the physical hardships imposed by the work. Child labour laws and health and safety legislation were the first responses to the excesses of early industrialism and a tangible expression of job dissatisfaction.

Attitudes towards jobs, including the presence or absence of job satisfaction, have in one form or another influenced thinking and behaviour since the earliest days of the Industrial Revolution. Recently coined terms such as "job enrichment" and "job restructuring" appear daily in the media and give the impression that job satisfaction is a product of the space age; this is obviously erroneous.

As society developed means of coping with the divisive effects of an unregulated market economy and as our productive capacity and wealth grew, considerable improvement was effected in the physical conditions of work.

Concern with the physical aspects of work is, however, only one domain of job-related attitudes. In some occupations progress has been made towards higher level needs as suggested by Maslow's work in the area. He developed a "need" pyramid which arranges human needs with respect to work on a hierarchical basis.<sup>4</sup> The lowest stratum shows exclusive concern with the physical aspects of work, while the apex signifies a desire for creativity and self-fulfilment; needs at each level must be satisfied before the next stratum can be reached. Quite obviously, in many occupations today, the apex has not been reached. Recent studies both in America and Europe have again raised the spectre of a dissatisfied, alienated work force.<sup>5</sup> Furthermore, it is claimed that this dissatis-

<sup>1</sup>See Quinn and Mangione (104).

<sup>2</sup>Karl Polanyi, *The Great Transformation*, Beacon Press, Boston, 1963, p. 70.

<sup>3</sup>See Polanyi (100), p. 131.

<sup>4</sup>See Maslow (80).

<sup>5</sup>U.S. Dept. of Health, Education & Welfare (136); Wilson (133); OECD (94).



faction has manifested itself in terms of increased absenteeism and lateness, falling productivity, and even heightened industrial violence and sabotage.

The explanation of these phenomena depends heavily on the perspective of the analysts describing the situation. For our purposes two polar positions can be utilized. On the one hand, the nature of work must alter to accommodate the inherent needs of the workers; on the other hand, the workers' values must change to conform to the current dictates of economic organization.

Humanists say that job satisfaction is unequivocally an individual psychological experience, with specific consequences for the worker's physical and mental health. They point out that modern workers, if they are unable to obtain a sense of fulfilment or self-esteem from their jobs, react by reducing their goals, distorting reality, or becoming aggressive or alienated. These reactions are costly. They result in a heightened incidence of chronic illnesses such as heart trouble, ulcers, alcoholism, etc.; in fact the best predictor of an individual's longevity would appear to be satisfaction on the job.<sup>1</sup> Therefore, humanists say the nature of work must change. Tasks must be enriched, reorganized, or eliminated in accordance with the social and psychological needs of workers.

In opposition to this point of view, there are analysts who, while accepting the need for decent working conditions, feel that efficiency should dictate economic organization, and deviations would be extremely costly. To adherents of this view absenteeism, lateness, and falling productivity are the prime elements in discussions of job satisfaction. Rather than uselessly devoting resources to redesigning jobs, it is felt that instead, attempts should be made to shore up declining work values, or to tighten what are identified as overly liberal welfare schemes. Job satisfaction is fine so long as it does not interfere with production.

From this one can distil two important dimensions in the debate over job satisfaction: firstly, individual assessment of the work situation (the degree of job satisfaction) and secondly, the labour market behaviour induced by this assessment. Assessing this state of job satisfaction is a necessary step in determining the welfare, values, and aspirations of Canadians.

Although government can simultaneously pursue humanitarian and efficiency objectives, there may be trade-offs in this pursuit. Increasing job satisfaction, for example, may not be consistent with increases in productivity.

But public policy does attempt to reduce the trade-off between job satisfaction and efficiency by stimulating and testing innovative schemes to alter the manner in which human beings and machines combine to perform jobs and by promoting the full and effective utilization of human resources.

Paradoxically, by providing individuals with an opportunity for challenge and growth, not only job satisfaction but also productivity can perhaps be stimulated. Because of its overwhelming importance in our lives, work and its specific expression "job" must be of fundamental concern to both the public and private sectors.

## The Scope of the Survey

Instead of presenting an abbreviated scan of the literature<sup>2</sup> the discussion will focus on the adequacy of existing scales for measuring characteristics of job satisfaction, and the adoption of a general measuring instrument. By implication, the choice is derived from the goals of the study.

In general, the issues related to jobs and job satisfaction must be analyzed in the broad context of three perspectives: that of the workers themselves, that of the employer, and that of the community or society at large.<sup>3</sup> Because this was a pilot study, the questionnaire focussed on only one of these perspectives, namely, that of the workers. One objection to this approach may be that the perspective of the individual worker is "too narrow, his information too limited and his capacity for self-deception too great to rely on him completely for an adequate account of the quality of this work environment."<sup>4</sup> During an interview a respondent may misinterpret questions, withhold information or merely mimic socially desirable answers; yet one must assume that individuals are the best qualified to judge their attitudes to their own working situation. A further important difficulty emerges regarding the concept that, from attitudes, one may derive predictions of behaviour. It must be cautioned that the relationship between attitudes towards a job and subsequent behaviour is influenced by circumstances in the labour market. Thus, there may be an intervening and unmeasured variable not included in the survey's items that is the real determinant. In monitoring job satisfaction, two types of indicators are essential.<sup>5</sup> The first is objective, for example, hours of work and wage rates; the second is subjective, for example, workers' perceptions of challenge, and promotional opportunities.

Over the past 50 years, substantial research has been done in the United States on the nature and implications of job satisfaction. The last decade, in particular, has seen a considerable growth of interest in this field. In Canada, however, research has been limited.

## The Job Satisfaction Questionnaire

The survey was undertaken in November 1973, and a questionnaire was sent to a randomized national sample of the working population, 15 years of age and over, to explore Canadians' feelings about their jobs.

In the selection of a questionnaire, prime importance was accorded to obtaining an instrument that would provide useful information for policy purposes. After considerable review, the job satisfaction portion of a questionnaire that had been designed and administered by the University of Michigan on behalf of the U.S. Department of Labour was chosen.<sup>6</sup>

This survey had been conducted twice, once in 1969 as the Survey of Working Conditions and again in 1972 as the renamed Quality of Employment Survey, each time covering about 1,500 persons.

Among the goals of the American survey were: the development of a questionnaire with maximum stability and flexibility, for administration to diverse occupational

<sup>1</sup>"A measure of work satisfaction was the strongest predictor of longevity." See House (62), p. 5.

<sup>2</sup>It has been suggested that there are over 4,000 items in the literature on job satisfaction. See Portugal (101), p. 11.

<sup>3</sup>Op. Cit. (101), p. 8.

<sup>4</sup>Portugal (101), p. 8.

<sup>5</sup>Seashore (115).

<sup>6</sup>Quinn and Mangione (104); See Quinn (107).



groups; the generation of baseline statistics that would give other researchers a crude referent for their own data; and the construction of job satisfaction measures that were intended for use in policy making.

Because these goals matched our own and because the questions adequately captured features of jobs that had been identified as important determinants of job satisfaction, we felt that the test would portray Canadian attitudes as accurately as they did American, and that no pre-test was essential. However, questions that appeared to be of marginal importance in the U.S. were also included, on the assumption that if American-Canadian differences were to manifest themselves, such items might become significant.

Our final questionnaire consisted of 34 statements describing various aspects of work. They ranged from personal items such as the opportunity to make friends, through topics dealing with salary, fringe benefits, promotions, challenge, and hours of work. The statements were all phrased in a positive way, for example: "The physical surroundings are pleasant" or "I can see the results of my work," and the respondents were instructed to run through these statements twice. On the first pass they were asked "how important" the facet identified in the statement would be to them in selecting an ideal job and, on the second run, "how true" the same statement was in describing their present job. Thus, for example, machinists might state that in choosing an ideal job, it would be "very important" for them to see the results of their work, but that in their present job, this was "not at all true."

In addition to these 34 items referring to particular features of work, a number of general questions were asked. These called for the respondent to arrive at an

over-all assessment of his/her job. Respondents were asked, for example, if their work was interesting, if they would recommend the job to a friend, or select the same type of job again. These measures unlike the "facet-specific" statements cited before are, in a sense, "content-free;" that is, they do not refer to any particular aspect of a job. Presumably, a close match between the "facet-specific" measures of job satisfaction and the "content-free" measures would indicate that all important features of work had been included in the questionnaire.

Aside from the job-related queries, information was also obtained on a number of basic demographic characteristics which had been identified as having significance in determining an individual's satisfaction with his or her employment. Data were solicited on age, sex, marital status, industry and occupation, education, income, duration of employment in the job, the full-time or part-time nature of the work, region of the country, and mother tongue—in short, many characteristics that had been identified as having some relationship to job satisfaction.

More than 1,000 employed Canadians responded fully to the questionnaire, and the tabulated data were received in March of 1974.<sup>1</sup> The total sample from which the employed subsample was derived is highly representative in terms of region, community size, sex, age, and marital status of the total population of Canadians 15 years of age and over.<sup>2</sup> Similarly, the employed subsample is highly representative with regard to region, sex, age, and marital status. In general, however, the subsample is more highly educated and reported higher incomes than the comparative parent subpopulation of employed Canadians; this is discussed in detail in Appendix B.

<sup>1</sup>A more extensive discussion of the sample may be found in Appendix B.

<sup>2</sup>See Appendix B.



## CHAPTER 4:

### THE NATIONAL DIMENSION

This chapter examines general Canadian attitudes towards work. Since the subject of work and jobs is both broad and complex, it must be viewed from several perspectives.

The Work Ethic Study is directed primarily at assessing how people view the work of others, and how they view their own personal participation in the work world. In this regard topics such as productiveness, selectiveness, and conscientiousness are specifically dealt with.

This study also touches briefly on the role of job satisfaction in affecting job behaviour, and on the importance Canadians place on various job characteristics as they relate to job satisfaction.

The Job Satisfaction Survey investigates this subject in greater depth, examining not only what Canadians feel to be important in jobs, but also the extent to which their current jobs match their aspirations.

#### The Canadian View of the World of Work

Canadians have definite ideas about how the work world both does and should operate. These beliefs are interesting in that they set the stage for one's own role in that process. Some of the concerns Canadians have with respect to work are as follows:

- the role of welfare in society;
- productiveness is less than it should be; and
- people are not working as hard as before.

#### *The role of welfare in society*

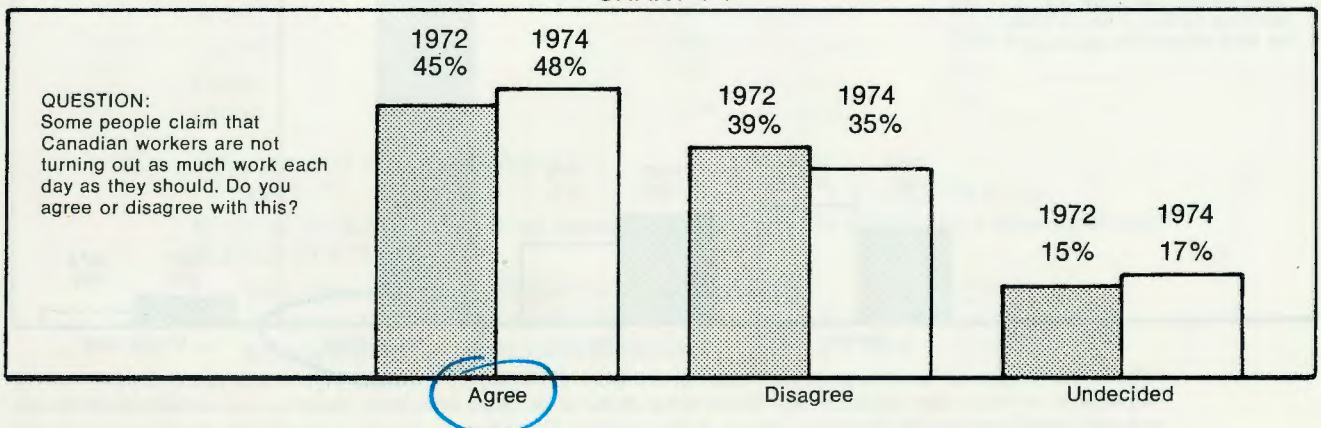
A statement that was inserted into the Work Ethic Survey for respondents to agree or disagree with read: "There is an atmosphere of welfare for anybody who wants it in this country." For some this statement may have a strong negative connotation, bringing to mind pictures of ripoffs of the taxpayer's money as opposed to the acceptable use of public funds by the genuinely needy. For others it may be simply a statement of fact. It is still interesting to note that more than four-fifths of the Work Ethic Survey sample agreed with the statement; of those agreeing, three agreed strongly for every two agreeing only somewhat.

#### *Productiveness is less than it should be*

It is not just those unemployed who are living off government funds and not seeking work who are considered to be lazy. Many Canadians believe that the productivity of our employed workers is less than it should be. In the Gallup Polls conducted in May 1972 and May 1974, the following question was asked: "Some people claim that Canadian workers are not turning out as much work each day as they should. Do you agree or disagree with this?"

As Chart 4-1 shows, the belief that Canadian workers are less productive than they should be has had a small but

CHART 4-1





consistent edge over those who are undecided or who are confident that our worker productivity is good enough.

### People are not working as hard as before

Another Gallup Poll question that taps public opinion on the matter of workers' performance concerns how hard they work. However, interpreting the responses to this question is by no means straightforward. In May 1957 and again in May 1974, Gallup Poll respondents were asked:

"Speaking generally do you think most people you know are working harder or not hard as they did say ten years ago?"

During the intervening 17 years, there was no obvious, over-all difference in opinion on the matter (see Chart 4-2).

For this question, however, unlike the others described, there is no negative connotation, and the answers to it may simply reflect a change in the facts of working life rather than a passing of judgement on lazy workers. Before 1957 there had been a fairly rapid drop in the number of hours in an average work week. This fact may have given 1957 Gallup Poll respondents good reason to say that most people they knew were not working as hard. Although the average work week has shortened only a little since 1957, other changes have occurred that make it reasonable for an equal percentage of Canadians to consider that our working lives are easier than before: technological change has alleviated some back-breaking labour, the service sector has grown. Without further data it is impossible to conclude whether answers to this Gallup Poll question further confirm the "lazy worker" concept across Canadian society today.

These perceptions of how most people behave in the world of work create an interesting context for an examination of how Canadians see themselves in that world.

### Why Canadians Work

How Canadians describe the work attitudes and behaviour of others may be quite different from how they feel about their own attitudes and behaviour. To examine

these latter attitudes one must probe individual opinions about personal involvement with work.

To do this, it is necessary to investigate personal goals and how work relates to the achievement of these goals, and then discuss the choice between work and alternatives such as leisure and unemployment insurance.

### Goals and Work as a Means to These Goals

Most Canadians feel that they are on a path towards some goal, or goals, in their lives. Only 11 per cent of all the students, self-defined employed and unemployed people<sup>1</sup> interviewed in the Work Ethic Survey expressed the feeling that "I have no special goal or purpose in life." Material goals are important; about three-fifths of the entire sample cited money and about two-fifths mentioned house or property as being among the three most important goals in their lives. But non-material goals also rank highly; for example, to nine-tenths of the sample, family was a very important end, and friends were also ranked in the top three by over half those surveyed.

Work was named by more Canadians than was any other factor as being the primary means of achieving the most important goals in their lives. Naturally, however, not all Canadians accord equal weight to work, as Table 4-1 shows.

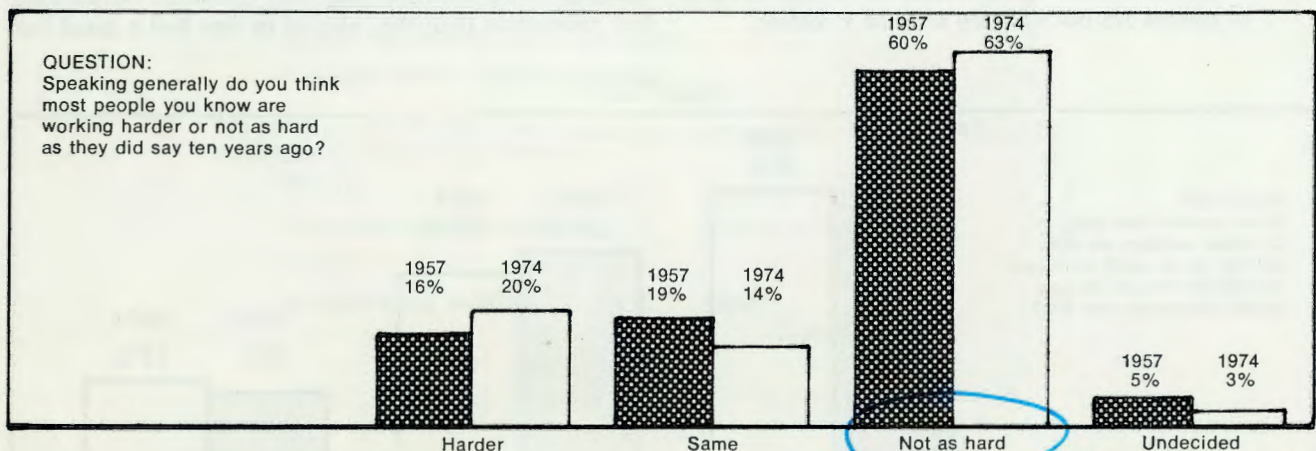
*work = externally viewed*

TABLE 4-1  
Question: Of the following five things, which allows you to get the most important goals in your life?

(Results expressed in percentages)

Means to Life Goals	In the labour force (employed or unemployed)		Not in the labour force (retired, disabled, housewives, students, etc.)	
	Men	Women	Men	Women
Work.....	57	40	47	25
Church.....	4	3	4	8
Family.....	34	51	34	64
Friends.....	4	5	14	3
Union.....	1	1	1	—
TOTAL.....	100	100	100	100

CHART 4-2



<sup>1</sup>The terms "employed" and "unemployed" used in the Work Ethic Survey are based on personal descriptions by survey respondents of what they consider their labour force status to be. Such definitions, therefore, do not correspond to the technical definitions used by Statistics Canada in their Labour Force Survey. For purposes of this study, employed and unemployed respondents shall be designated as "self-defined employed" and "self-defined unemployed" respectively.



Because work is an important means to life goals, it is not surprising that most Canadians in the labour force prefer working to not working. When those in the labour force were asked whether they would rather—if given their preference—work full-time, part-time or never, more than 95 per cent chose either full-time or part-time. It is perhaps more interesting that, although non-labour force women placed work a distant second to family as the most important means to life goals, over two-fifths expressed the intent to get a job at some time in the future.

To the majority of Canadians in the labour market and a sizable proportion of those outside it, then, work obviously has a strong appeal. *what is it?*

But the mere fact that most Canadians elect work over non-work is not proof that it is the “work ethic,” a personal desire to work, that is providing such motivation. To some extent, at least, most people who work do so out of economic necessity; i.e. to provide basic food and shelter.

But providing the bare essentials of life is not, judging by our survey results, the sole reason for working, and it appears that when Canadians refer to “money” and “house” as goals, they are not alluding just to the minimum required for survival. When those interviewed for the Work Ethic Survey were asked which of four statements best described the way they felt about work, fewer than half chose the option that represented basic economic survival needs—“to provide food for my children.”

That it is a desire to work as well as a need to work which motivates most Canadians is shown by reaction to another statement. Seventy per cent of those people who said they were in the labour force agreed that “I work more because I like to than because I have to.” For this majority of the Canadian work force, work is not just an economic necessity but also a personal choice.

TABLE 4-2

Statement: I work more because I like to  
than because I have to  
(Results expressed in percentages)

	Employed only	
	Men	Women
Agree strongly.....	37	45
Agree somewhat.....	33	28
Disagree somewhat.....	21	14
Disagree strongly.....	9	13
TOTAL.....	100	100

What are the reasons for such a personal desire to work—a “work ethic”? What do Canadians expect to gain from work that so motivates them?

Desire for a standard of living and certain conveniences over and above the minimum necessary may be what Canadians are referring to when they cite material goals as being important to them. In fact, slightly over three-quarters of those who said they were labour force members agreed with the statement “The main reason

why I work is so I can have money to do things other than basic necessities.” Such a large proportion expressing this opinion would appear to suggest that most Canadians rely on work mainly to achieve material goals.

But the importance of non-material goals in motivating Canadians to work was evident from reaction to another statement in the survey. This second statement and the responses to it by people who said they were in the labour force or were students are as follows:

“To me, work is a way to make money and I don’t expect to get any special satisfaction or enjoyment from doing it.”

Agree strongly	—	5 per cent
Agree somewhat	—	11 per cent
Disagree somewhat	—	28 per cent
Disagree strongly	—	56 per cent

The fact that so many respondents disagreed with this statement, and in doing so effectively said that they expect to get satisfaction or enjoyment rather than just money from work, implies that economic reasons are not the only motive of Canadians in working; personal gratification is important to them as well.

Such non-economic goals and the role of work in achieving them appeared at another point on the Work Ethic questionnaire, when respondents were asked whom they depended on for certain personal rewards—family, friends, work, church or union (see Chart 4-3). Altogether, 36 per cent of those surveyed stated that they depend on work for self-fulfilment—fewer than the 43 per cent who rely on family, but well ahead of those stating friends, church or union as their source. Similarly, 23 per cent of the sample said they depend on work for personal satisfaction—again, second only to family (at 56 per cent).

The strength of responses to both the economic and socio-psychological reasons for working suggests that neither set of motives is able independently to explain why Canadians have a “work ethic”—why they want to work. Apparently, Canadians want both economic and socio-psychological rewards.

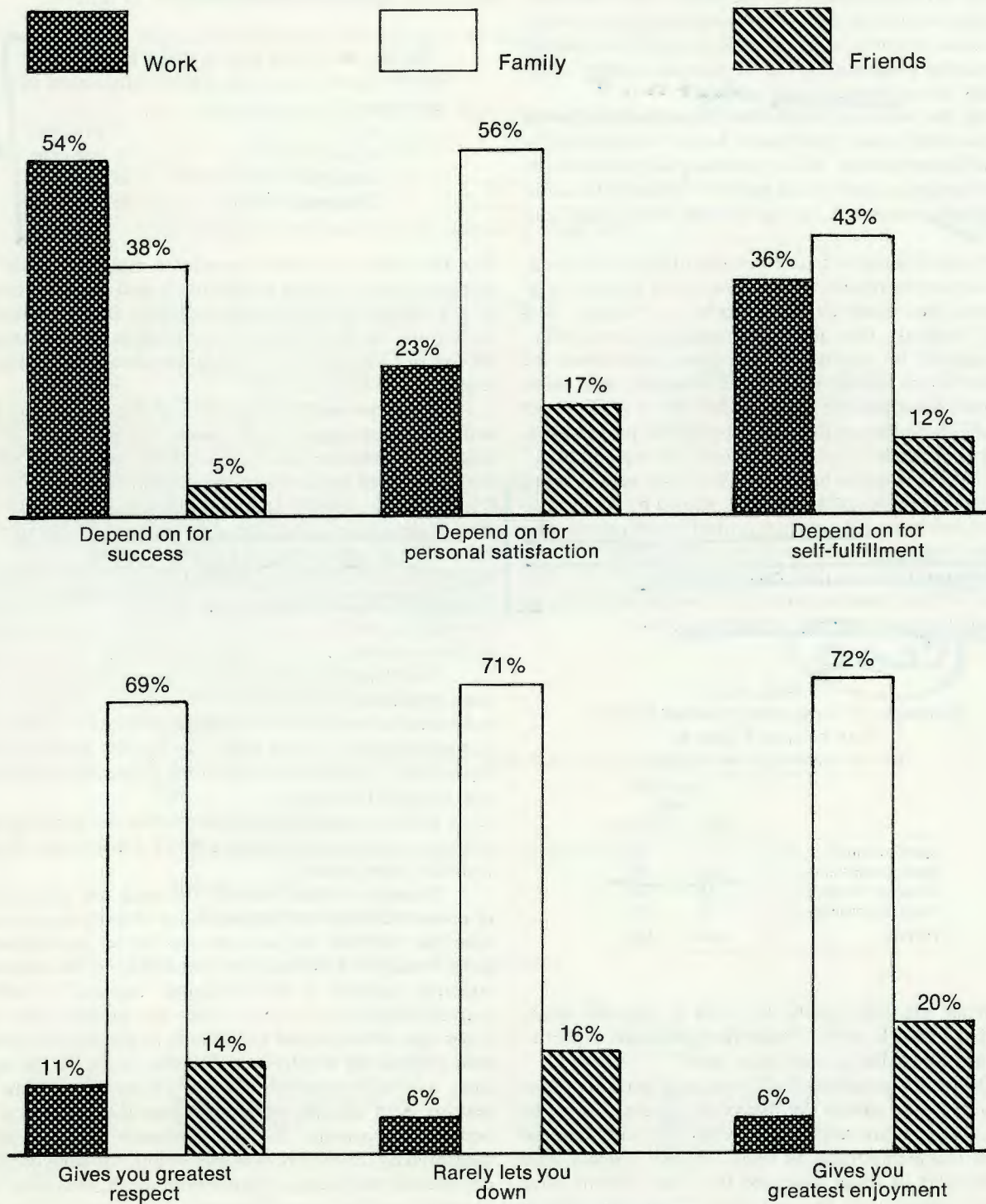
If we examine the *success* motive for working and opinions expressed on it in the Work Ethic Study, we get a similar perspective.

Success is often viewed (although not exclusively) in economic terms as the trademark identifying someone who has climbed the occupational ladder and accumulated money and possessions that testify to his relatively superior standing in life. Defining “success” in such a conventional way, however, does not explain why only 5 per cent of employed Canadians in the survey considered themselves not to be successful, while at the same time, a greater proportion—over 13 per cent—were not making even enough money to cover their bills and expenses. Apparently, the rule-of-thumb that success is measured by the thickness of one’s bank roll does not hold completely true today. This does not mean, of course, that material wealth is inconsequential to success—it is still



CHART 4-3

What Canadians depend on for personal rewards





perhaps the critical ingredient; for example, just over half of the entire Work Ethic sample agreed that "Owning a house is a measure of a person's success."

The group sessions held as part of the Work Ethic Study shed some light on the components of success. The following conversation provides some clues:

MODERATOR: When I say "successful" to you, what does it mean?

PARTICIPANT: Whether you're enjoying your job or your life, if you accomplish everything you've set out for your own personal goals—that's success, I think. No matter what you do as long as you accomplish your own personal goals. If you feel personally satisfied—that's success.

Similar sentiments were voiced in a survey by the American Management Association in September and October of 1972. One of the businessmen participating in the survey defined success as:

"... a sense of accomplishment or fulfilment based on the knowledge that you have had the opportunity to stretch your abilities to the limit; that you are contributing to the improvement of some part of mankind's total environment (better government, higher standard of living, improved 'real' security, purer water, increased job satisfaction, etc.); that you are both a contributor to and a beneficiary of supportive relationships with a reasonably large circle of relatives, friends, and acquaintances; that you are providing a decent standard of living for your family; and that in all this you are causing a minimum of unnecessary pain to others."

Success, then, would appear to be more than an accumulation of possessions. An important component in today's concept of success is satisfaction—a general term that encompasses all the personal benefits of work, such as enjoyment, respect, self-fulfilment and so on. When asked whether they relied on friends, work, church, family or union for success, 54 per cent of the full Work Ethic Sample chose "work"; this proportion was even higher among the self-defined employed.

Evidently, work is seen in Canada as an avenue to success. And success is measured in more than just financial terms.

In summary, then, it has been shown that Canadians work not only because they have to, but also because they want to. Irrespective of whether the goal they have in working is a colour television set or a sense of personal worth—they have a "work ethic."

It is possible that Canadians are merely paying lip service to their desire to work and that, in practice, many

other activities come first. There are, however, several indications that point to the good health of the "work ethic" and the strong attachment of Canadians to work motives:

- Canadians are, in principle, *committed* to work;
- Canadians choose work over most leisure activities when a trade-off is necessary;
- Canadians choose to work even during their leisure time; and
- Canadians prefer working to being on unemployment insurance.

To elaborate, let us deal with each topic separately.

### *Work commitment*

First of all, Canadians are committed to work. In the Work Ethic Survey, self-defined employed respondents were asked to rank friends, work, church, family, and union from one to five according to how committed they felt to each vis-à-vis the others. Understandably, 81 per cent gave "family" top billing. Interestingly, "work" was ranked second most often, even ahead of "friends." In fact, 58 per cent of self-defined employed Canadians gave "work" either first or second place, and 89 per cent put it in the top three.

### *Work/leisure, etc. trade-offs*

The priority ratings assigned to family, friends, work, church, and union would suggest that in the case of any conflict, the one assigned the higher priority rating would be given preference. In fact this is usually the case. Labour force members (both self-defined employed and self-defined unemployed) and students in the Work Ethic Survey were asked about what trade-off they would make between work and various activities if they could choose only one. The response pattern shows that the very close commitment ratings for family, friends, and work are translated into different choices depending on the importance of the event offered as the alternative to work. The trade-off between work and friends, for example, is such that a friend's wedding or funeral would take precedence over work but an invitation from the neighbour next door for a drink would not. Similarly, Christmas Day—which is a family as well as a religious occasion—would preempt work, but taking one's son to a hockey game on Saturday morning would not. A high value for all family-based activities is suggested by the relative ambivalence of respondents on the latter choice; work won out over the Saturday morning hockey game with one's son by a very narrow margin. In terms of actual everyday events, therefore, the strong commitment of Canadians to work is reflected in the trade-offs Canadians must make between work and some other choice.

### *Work during leisure time*

Similarly, Canadians make trade-offs between doing certain tasks themselves and hiring someone else to do them. Such trade-offs are important as an indirect indica-



tion of work commitment. The implicit value people place on work is demonstrated if they choose to do work in their leisure time outside the job market. All participants in the Work Ethic Survey were asked whether, if they had the money to pay for certain services, they would hire somebody to do the tasks for them or if they would do the work themselves. Except when certain specialized skills are required for the task, Canadians often prefer to do the tasks themselves. Whether their motive is to save money or achieve a sense of personal accomplishment, the fact remains that they prefer to do the work themselves.

### *Work versus unemployment insurance*

Up to this point, the analysis has focused on the trade-off between work and other activities rather than between work and unemployment. Casual observation suggests that many Canadians feel large numbers of their compatriots would rather get along on unemployment insurance or welfare than earn their way. The widespread existence of this view is at least partly confirmed by the earlier mentioned fact that 82 per cent of the Work Ethic sample agreed that "There is an atmosphere of welfare for anybody who wants it in this country."

But the picture changes rapidly when Canadians are asked not about their perception of other peoples' work preferences but about their own. All respondents in the Work Ethic Survey who said they were employed or unemployed were asked for their reaction to the statement "There are plenty of jobs that are available, but I would rather collect Unemployment Insurance than work." A total of 97 per cent disagreed with this statement. Also, the self-defined employed respondents were given the statement "I would like to work a little while and then get by on Unemployment Insurance." Once again, 95 per cent disagreed.

When the responses of those people who agreed are examined it is found that few would prefer never to work if they had the choice, and most show a desire to work full or part-time.

### **How Canadians Work**

To understand the behaviour of Canadian workers, it is not enough to know why they work; we must also know how they work.

Three aspects of work behaviour are investigated in this section. Firstly, how productive do Canadians feel they are, and how important to them is being productive? Secondly, are Canadians selective about the kinds of jobs they want and will accept? And thirdly, how conscientious are Canadians as employees?

#### *Productiveness<sup>1</sup>*

In May 1972 and again in May 1974, Gallup Poll respondents were asked: "In your own case, could you accomplish more (work) each day if you tried?" In both years, Canadians were fairly evenly divided on this ques-

tion, with 48 per cent in 1972 and 55 per cent in 1974 feeling that they could be more productive if they tried.

On the other hand, however, many Canadians seem to be quite faithful about ensuring that their assigned work is completed even if this involves using some of their leisure time. About half of the self-defined employed in the Work Ethic Sample agreed that "I often work overtime to get my work done without any extra pay or salary." Furthermore, when asked if they ever come to work on their own to catch up because there is so much to do, over half of the self-defined employed said that they did.

It would appear that Canadians enjoy being productive. A series of relevant statements given to Work Ethic Survey respondents who stated they were either employed or unemployed elicited the following proportions in agreement:

"When things go well at work I am happiest".....96 per cent in agreement

"I get enjoyment when I get my work done on time".....98 per cent in agreement

"I feel very good when I've completed a good day's work".....96 per cent in agreement

"At the end of the day, when I have worked hard, I have a sense of accomplishment".....96 per cent in agreement

Evidently, being productive at work is very important to Canadian workers.

#### *Selectiveness*

One of the most common complaints heard in the work world today is that Canadians are very selective about jobs—selective to the point that they reject jobs that are said to have been easy to fill only a generation ago. It is impossible to gauge how selective Canadians were in the past. One can, however, investigate the extent to which job characteristics considered desirable are being met in available jobs today. If there is a wide discrepancy between the desirable and the available, it is possible that below-standard jobs may go begging or else be filled only temporarily as a stop-gap measure by workers looking for something better.

There is no doubt that Canadians are selective about jobs. Fewer than one-third of the self-defined employed in the Work Ethic Survey agreed that "I am not choosy about the jobs I take", although 63 per cent felt that "I'd work for anybody or at anything if I had to." Evidently, selectiveness about jobs is closely related to the urgency of one's need for work.

The criticism that Canadian workers are too selective usually centres around their failure to take available jobs at low levels of pay. The argument often used is that

<sup>1</sup>The term "productiveness" is used here to avoid possible misinterpretation, as the term "productivity" has a specific definition in economic terms which is not applicable in this discussion.



unemployment insurance is unfair competition to jobs at the minimum wage. Several questions on unemployment insurance and the minimum wage were placed on the Work Ethic questionnaire to test this perception (see Table 4-3).

TABLE 4-3  
REACTION BY SELF-DEFINED EMPLOYED  
TO EACH STATEMENT

Statement	Agree strongly	Agree some- what	Dis- agree some- what	Dis- agree strongly	TOTAL
"I would rather col- lect Unemployment Insurance than work for the minimum wage"	21	11	16	52	100
"A person should not have to work for the minimum wage"	32	29	25	14	100
"The minimum wage is beneath a person's dignity"	28	18	30	24	100

Strong agreement was highest among people in the upper income categories and lowest among those earning incomes that were actually close to minimum wage levels. Those most likely to be offered jobs at the minimum wage were least likely to reject them on grounds that the minimum wage is dehumanizing or that unemployment insurance is preferable. However, there were still a fair number of Canadians who stated such feelings.

Because the concept "minimum wage" is viewed negatively by a sizeable number of the self-defined employed, it might be expected that money factors are the primary criteria for selecting a job. In fact, money is important but not necessarily the foremost consideration.

When asked to rank a number of characteristics in terms of what was most important to them in considering a new job, 43 per cent of the self-defined employed ranked salary in first place as opposed to 49 per cent who rated type of work first.

To understand why employed Canadians reject jobs, let us look at their responses to a series of statements on the Work Ethic Study (Table 4-4).

From these figures several conclusions can be drawn:

- financial remuneration is very important, but a lucrative wage is not an inducement that pre-empt all other considerations;
- a job that matches one's background training does not seem critical on an over-all basis (although this may differ between skilled and unskilled workers);
- unsuitable working conditions and unsatisfying jobs are important reasons for rejecting jobs to half of the self-defined employed;
- unsatisfying personal relations with one's superiors on the job seem to be strong reason for rejecting jobs; and
- certain jobs may be spurned by Canadians because of a feeling that the work involved on the job is immoral.

In addition to having set notions about desirable qualities of jobs, Canadians have definite preconceptions about how different types of work approximate the ideal. Respondents in the Work Ethic Survey were asked to express how attractive certain specific types of work were to them. Table 4-5 shows the percentages of men and women who consider various types of work not at all attractive.

TABLE 4-4  
Job Criteria: Self-Defined Employed Sample  
(Results expressed in percentages)

Statement	Agree strongly	Agree somewhat	Disagree somewhat	Disagree strongly	TOTAL*
<b>MONEY</b>					
"I would not work for less than \$3.50 an hour"	35	17	29	20	100
"If I could earn \$7 an hour, I would take any job"	20	13	29	38	100
<b>TRAINING</b>					
"I'll only take a job that I've been trained for"	12	17	37	34	100
<b>WORKING CONDITIONS</b>					
"I won't work unless the physical conditions suit my needs"	20	30	34	16	100
<b>SATISFYING JOB</b>					
"I'll only take a job at something I enjoy doing"	22	30	36	12	100
<b>EMPLOYER / EMPLOYEE RELATIONS</b>					
"I can't work for a boss who yells or shouts"	51	20	16	13	100
"I won't work on a job where I am being watched all the time"	38	24	21	17	100
"I can't work for a boss who doesn't think of me as a person"	57	23	12	8	100
<b>MORALITY</b>					
Are there industries you would not work at because of a personal sense of moral principle?	YES 43		NO 57		100

\*Totals may not sum to 100 per cent due to rounding.

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TABLE 4-5  
Attractiveness of Various Jobs  
Percentage Who Say Each Is Not At All Attractive

Type of Work	Self-defined Employed Men	Self-defined Employed Women
Physical work.....	19	38
Factory work.....	66	79
Work out of the city.....	44	69
Sales.....	54	48
Work for the government.....	29	19
Work for yourself.....	15	30
Assembly line.....	83	88
Secretarial.....	86	38
Maintenance.....	48	82
Professional.....	29	28
Work in a mine.....	89	97
Small group like a Local Initiatives Project.....	42	33

The high proportion of Canadians who find mine, assembly line, and factory work unattractive suggests that the vacancy and turnover rates in these jobs may be in part due to the selectiveness of workers. This selectiveness is probably based on factors other than monetary ones.

Although Canadians are selective about jobs and have definite preferences for specific jobs, it is not a foregone conclusion that they will behave accordingly. When workers are unemployed and job-hunting, and faced with a decision to accept or reject a job, their preferences may change. The self-defined employed in the Work Ethic Survey were asked if they had ever refused a job for certain reasons, e.g., unsatisfactory pay, undesirable working conditions, job location requiring a move, and unsatisfactory type of work. Few had, in fact, rejected a job at any time on the basis of any of the reasons. Obviously, then, Canadians may not act on their preferences when considering an actual job offer. However, it is also probable that because Canadians are fairly selective, they do not look for work in fields holding no interest for them.

The impact of job selectiveness on our labour market problems is suggestive but not conclusive. There is definitely evidence that selectiveness is important, but it would seem to be evidence of some underlying problem

rather than the problem itself. There remains to be investigated the important issue of how the content of a job affects workers' decisions about taking or changing jobs, and therefore why some jobs are consistently rejected while others are overwhelming favourites.

#### Conscientiousness

Although many claim that today's workers do not have the moral sense of obligation to their jobs and employers that existed in the past, self-defined employed Canadians see themselves as being conscientious workers (see Chart 4-4).

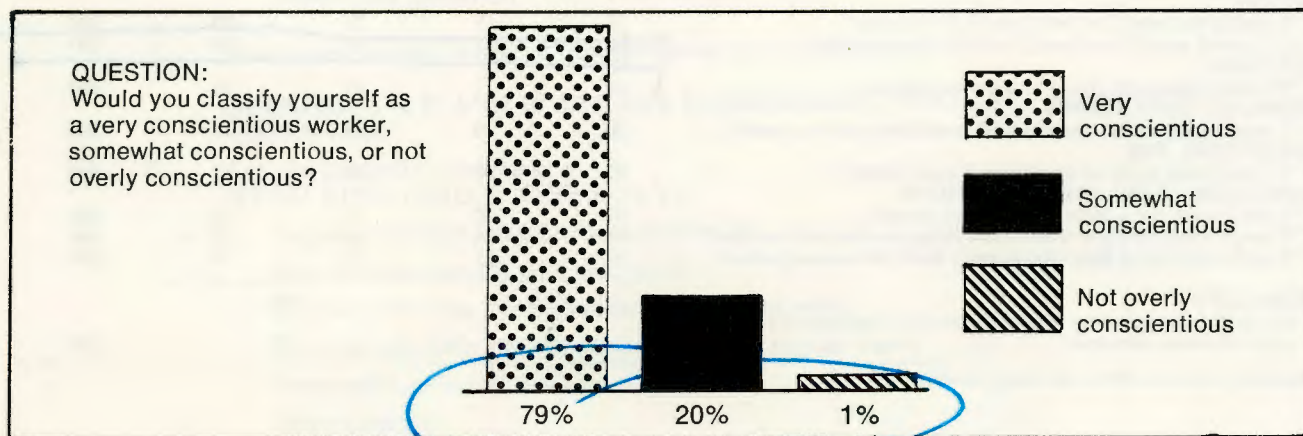
The respondents also believed that their conscientiousness was reflected in their behaviour:

- 92 per cent claimed that in the past month they had not missed any days on the job because they did not feel like going to work;
- 87 per cent said they had not been late for work during the preceding two weeks; and
- only 7 per cent felt they were consistently a bit tardy for work, while 53 per cent said they generally arrived early each day and 40 per cent felt that they arrived right on time.

Conscientiousness is more than just turning up for work consistently and on time. Also implied in the term is that feeling of commitment and loyalty to one's job and one's employer.

Seventy per cent of self-defined employed Canadians in the Work Ethic Survey stated that they felt a strong sense of commitment to their jobs, and another 26 per cent claimed a moderate sense of commitment, with only 4 per cent describing themselves as having little or no sense of commitment. However, as far as one's commitment to an employer is concerned, only 54 per cent claimed a strong sense, while 37 per cent expressed a moderate sense and 9 per cent little or no sense of commitment. Evidently, Canadians have a greater feeling of attachment to their jobs than to their employers, but only a small minority are totally lacking commitment to either.

CHART 4-4





But these statements of commitment do not, apparently, translate directly into an intention to stay in one job or with one employer forever. Only about half of self-defined employed Canadians appear to be content with the idea of a single job for life, as responses to the following statements demonstrate:

	Agree	Disagree	Total
I am the kind of person who likes to stay at one job <sup>1</sup> forever.....	50%	50%	100%
I won't want the same job for life.....	54%	46%	100%

In fact, about one-third of the self-defined employed claimed that there was either an "extremely good" or "possible" chance they would leave their present jobs; one-third also agreed that "I am not ready for a long-term commitment to a job" and "I am unwilling to settle down in a permanent job at this time." Just over one-third agreed that "I want to take time off to spend the money I've made." These feelings were *not* restricted to the non-conscientious, uncommitted sector but were found also among those who were strongly and moderately conscientious and committed. It appears, then, that commitment to jobs and employers is, for about one-third of the labour force, a transitory one, irrespective of its current strength.

If many Canadians feel they are conscientious, committed workers, why do so many plan to change jobs? Are their plans merely expressions of the promotional possibilities that they expect will lead them to greener pastures? Or are they dissatisfied with their present situation and want to move on? The issue of "conscientiousness" does not answer this question.

### The Role of Job Satisfaction

To many industrial psychologists and other social scientists, the root of our current labour market problems is job dissatisfaction. The fact that Canadians are looking for satisfaction in jobs has already been discussed. The problem now is to determine how many Canadians are finding the degree of satisfaction they want, and whether this has affected either their past behaviour or will affect their future plans.

Most Canadians find some enjoyment in their jobs. In the Work Ethic Survey, the self-defined employed described their jobs as follows:

very enjoyable.....	50 per cent
somewhat enjoyable.....	32 per cent
so-so.....	14 per cent
not enjoyable.....	2 per cent
drudgery.....	2 per cent

But how does having an enjoyable or satisfying job affect job behaviour and intentions? Comparing in-

dividuals who are positive about their jobs with those who are negative or non-committal, we see that those who describe their jobs as most enjoyable have these characteristics:

- they have had fewer job changes and fewer periods of unemployment in the preceding year;
- they say that chances of leaving their present jobs are less likely;
- they are far more likely to consider their present job as a career;
- they agree more frequently with the idea of being ready for a long-term commitment to a job, even for life;
- they are far less likely to consider that they can get a better job.

Those who are least satisfied with their jobs are more likely to change employment, and to be absent from work. This same group is also less likely to work overtime, to classify themselves as conscientious, or to feel a sense of commitment, either to their jobs or their employers (see Table 4-6).

TABLE 4-6  
JOB BEHAVIOUR AND JOB SATISFACTION

Workers Who Say Their Jobs Are Very Enjoyable	Workers Who Say Their Jobs Are Somewhat Enjoyable	Workers Who Say Their Jobs Are So-So, Not Enjoyable, Or Drudgery
7% frequently change jobs	9% frequently change jobs	15% frequently change jobs
4% have missed work in past month because they did not feel like going	7% have missed work in past month because they did not feel like going	18% have missed work in past month because they did not feel like going
36% never come to work on their own to catch up	54% never come to work on their own to catch up	66% never come to work on their own to catch up
87% classify themselves as very conscientious workers	72% classify themselves as very conscientious workers	65% classify themselves as very conscientious workers
84% feel a strong commitment to their job, and 65% feel a strong commitment to their employer	66% feel a strong commitment to their job, and 50% feel a strong commitment to their employer	36% feel a strong commitment to their job, and 27% feel a strong commitment to their employer

Since job satisfaction is evidently of importance to labour market behaviour, it is essential that we understand in more detail its components and the extent to which Canadians find these components in their own jobs.

### Jobs

#### The Components of Job Satisfaction

Although job satisfaction may appear to be a simple concept, it is, in fact, extremely complex. Satisfaction is defined as the "fulfilment of a need or want." Hence job satisfaction refers to certain job-related needs

<sup>1</sup>It is recognized that there may be some ambiguity about the term "job" in these statements. It could mean the same job in the same place for the same employer; or, simply, exactly the same kind of work.



that are being fulfilled or satisfied—but what needs, how, by what, and for whom?

For analytical purposes, measures of satisfaction or non-satisfaction can be based on three distinct sets of factors.<sup>1</sup>

First, it is assumed that our attitudes depend, at least partly, on *objective characteristics* of our jobs. Research into working conditions, the effects of various salary schemes, types of supervision and so forth, all focus on the behavioural and attitudinal consequences of these job-related variables. Similarly, studies of alienation, the “blue-collar blues and the white-collar woes,” though focusing on people, frequently attribute the roots of their detachment to the objective work world.

A second area of investigation has dealt with work and job attitudes through reference to broad and relatively stable *social and personal characteristics*. Age, sex, ethnic origin, education, the stage at which an individual is in his/her life, and other non-work attributes have been shown to affect individual job satisfaction. Rather than focusing on the work itself, investigators have examined the lens through which it is perceived. Not surprisingly, similar lenses have exhibited similar properties. Some of these properties, or needs, are related to demographic features such as sex or ethnic origin, but others are associated with dimensions that vary over time, for example, age, work experience, and marital status. Research has shown that these demographic features are reliable indicators of distinct patterns of response. These two sets of variables relating to job satisfaction, i.e. objective working conditions and certain demographic traits, can be characterized in terms of their relative stability and their influence is predictable.

Thirdly, changes in job satisfaction can be attributed to *unstable personality characteristics*. Everybody is aware of how daily events influence one's mood—an early morning argument, snarled traffic, etc. Changes in mood follow cycles that vary with the rhythm of individual lives and the thousands of intersecting events that colour each day. Of course, as our understanding of job satisfaction grows, we may discover patterns in the influence of these personal variables.

Different estimates have been made of the relative contributions to job satisfaction of each of these three sets of factors. An analysis of the American Survey of Working Conditions, for example, suggests that 53 per cent<sup>2</sup> of the variation in measured job satisfaction can be attributed to the quality of employment. However, unknown biases and the “one shot” basis of the result suggest that this figure be accepted cautiously. In light of these ambiguities Stanley Seashore, in a paper prepared for a symposium sponsored by the Canada Department of Labour,<sup>3</sup> offered the following “highly speculative percentages”: 40 per cent of measured job satisfaction can be attributed to objective factors of work; 30 per cent can be attributed to stable demographic elements; 20 per cent can be attributed to unstable personal and environmental events, and 10 per cent to measurement errors. These estimates provide us with a glimpse of the

complexity of the forces governing the formation of overall job attitudes, and although the actual configuration of variables may be somewhat different from that postulated above, the figures do have significance and should be borne in mind during our subsequent discussion.

#### The objective factors of work

Based on the taxonomy provided above it is apparent that research into job satisfaction can focus on any, or all three, of the areas that have been delineated. Looking just at the characteristics of work itself we find that a number of factors have been identified as important determinants of job satisfaction.<sup>4</sup>

1) Present and future income, fringe benefits, job security, and fairness of salary in relation to work and to other workers, have all been identified as major contributors to the formation of job attitudes.

2) Safe and healthy working conditions, as pointed out in Chapter 1, are a second area of concern. Proper guards for machinery, well-ventilated and well-lit premises, and reasonable hours are important in any work situation.

3) Work itself, or the intrinsic organization of work, has received a great deal of recent attention. Whether or not the work is challenging, permits the use of multiple skills, allows for autonomy, permits the worker to see meaningful results from his or her work, and gives the worker responsibility for job-related decisions have all been cited as important by social scientists. This is particularly emphasized with respect to the younger, better educated labour force members.

4) The quality and type of supervision seem to affect job satisfaction. In addition, the competence and ability of a supervisor in directing work, the availability of relevant information, and the adequacy of supportive non-human resources enters into attitude formation with respect to jobs.

5) Good interpersonal relations both with fellow employees and with superiors on the job are valued by most workers. These features present a way of humanizing otherwise sterile conditions. Plant studies have shown that tasks are frequently, and perhaps unconsciously, organized in a way that permits interaction, visual contact, and some conversation.

6) The opportunity for personal growth, with its concomitant promise of self-fulfilment, is an important job consideration. Social scientists have discovered that the integration of a worker's job with his or her self-perceived role in society can be a source of immense satisfaction. Indeed the existence of numerous volunteer workers confirms this observation.

7) Finally, the extent to which a job contributes to a worker's status and facilitates social mobility has been identified as an important influence on satisfaction with that job.

Although this sparse taxonomy does not explore such nuances as, say, methods of payment—piece-work or hourly, etc.—it does suggest the direction that research has taken. We have, so to speak, identified the *important*

<sup>1</sup>See Seashore (114) p. 11-15; See Seashore (115), pp. 28-46.

<sup>2</sup>See Barnowe et al. (6) p. 14.

<sup>3</sup>See Seashore (115) p. 30.

<sup>4</sup>See for example: Work in America (140); Seashore (114) and (115); Jenkins (65); Wollack et al. (139); Quinn and Mangione (104); Quinn (106); Dunnette (28).



ingredients in our stew without giving the details of its preparation. However, let us shift our attention from job satisfaction as an indicator describing a static situation to the dynamic view of job satisfaction, or dissatisfaction, as a motivating force prompting behaviour.

Herzberg et al.<sup>1</sup> were the first researchers to emphasize the dynamic aspects of jobs. Their two-factor theory advanced the concept of satisfiers and dissatisfiers. Satisfiers were related to intrinsic job facets such as challenge and interest and were associated with job satisfaction, whereas dissatisfiers were related to such extrinsic features as safety or salary and were associated only with dissatisfaction. It was stressed that employees would pursue the former while shunning the latter.

Recent studies suggest, however, that intrinsic features are, perhaps, more strongly related to both satisfaction and dissatisfaction than are extrinsic job features.<sup>2</sup> Indeed this view is at the heart of such current reorganizational strategies as job enrichment and other techniques that seek to provide employees with more challenging tasks.<sup>3</sup>

Viewing dissatisfaction as an unstable state suggests that job holders will undertake corrective actions.<sup>4</sup> In fact, a number of options are available, either singly or in combination, to disgruntled job holders: employees may change their work environment by physically changing jobs or by reorganizing the tasks within the broad confines permitted by the employer; alternatively, they can reduce their goals and adjust their expectations; and finally, if unable to cope with the situation, a worker may psychologically withdraw, become resigned, and, in certain cases, evidence behaviour ranging from absenteeism and lateness to violence and sabotage.

Documentation of the link between attitudes and behaviour has been growing steadily over the past decade.<sup>5</sup> Most of the work is, however, merely correlative. Studies focus on the relationship of two or more variables; for example, the use of alcohol and other drugs by "numbed" assembly line workers. It is never entirely clear, however, which characteristic in the argument represents the chicken and which the egg. Does the pace of an assembly line force workers to resort to drugs in order to cope with the job or do workers who are inclined to drugs drift into assembly type work?

Rather than proceeding with a discussion of jobs along strictly *a priori* lines, a better picture of the causal sequences linking job attitudes and job behaviour can be obtained from longitudinal surveys which recontact persons over a period of several years. A number of such studies have been undertaken in the United States with interesting results. A longitudinal study of youth, for example, found that changes in job satisfaction contributed significantly to voluntary inter-firm movement. Whereas only 20 to 30 per cent of the respondents whose satisfaction with their job had increased or remained the same voluntarily left their jobs, fully 57 per cent of the youths who liked their job less changed employment. Similarly, in looking at 45- to 59-year-old males the Parnes longitudinal study found that the rate of voluntary job turn-

over was related to a prior measure of self-reported job satisfaction.<sup>6</sup>

More significantly from our point of view, the American Survey of Working Conditions (on which our job satisfaction questionnaire is based) supports these conclusions. Various measures of job satisfaction were found to be effective predictors of future turnover, and although the relationship was not strong, it was statistically significant.<sup>7</sup> The lack of challenge provided by a job and the absence of physical comfort and convenience were, in particular, strongly associated with turnover.

Unlike these American studies, Canadian research in the area of turnover and job switching is not of the longitudinal type, and the nature of causality must be inferred. The data are, however, consistent with the findings of longitudinal research, thereby reducing possible errors in interpretation. The Work Ethic Survey, as mentioned earlier, provides us with information on several aspects of job turnover which can be tied, at least in part, to job satisfaction. A more restricted picture is provided by the Toronto Area Employment Study,<sup>8</sup> but it too supports the importance of job satisfaction in determining labour market behaviour. According to data from this latter source, 14 per cent of all persons who had left their previous job gave dissatisfaction with the nature of the work as their reason for leaving. In the case of young people, the percentage of dissatisfied quitters rises even higher. This finding is particularly significant in view of the timing of the survey, as respondents were contacted during a period of a relatively slack labour market and high unemployment. When jobs are readily available, the 14 per cent figure would, no doubt, rise.

Research focusing on other links between work attitudes and their concrete manifestation has also generated significant discoveries. Job dissatisfaction, with its resultant stress, has been identified as a contributing factor to increases in absenteeism as well as to a greater willingness to retire prematurely.<sup>9</sup> Both cases further illustrate a desire on the part of employees to escape from unhappy and tense job situations.

The effects on physical and mental health are even more striking and better documented. Peptic ulcers, long associated with the plight of harrowed executives, seem to strike where tension results from any one of several factors including conflict, heavy responsibility, and low self-esteem—elements present in many different types of jobs. The evidence linking cardiovascular and circulatory disorders to dissatisfying work is equally convincing—and far more important since cardiovascular ailments are responsible for more deaths in Canada than any other cause. Again the same occupational factors, where they lead to unhappiness and stress, can be identified in studies focusing on the underlying determinants of these chronic diseases.<sup>10</sup> At a more mundane level, stress affects our everyday existence. Anxiety, depression, and other psychological syndromes can, in certain cases, be related to jobs. No doubt, many of us are sufficiently familiar with the effects of dead-lines, menacing bosses or anxious customers to recognize the symptoms.

<sup>1</sup>See Herzberg et al. (58).

<sup>2</sup>See Ewen et al. (33), Hulin and Smith (62), Green (47).

<sup>3</sup>See Davis (24).

<sup>4</sup>Seashore (114), 12-15.

<sup>5</sup>See Liska (72).

<sup>6</sup>See Sheppard (117), p. 146.

<sup>7</sup>See Quinn and Mangione (104) pp. 335-70.

<sup>8</sup>See Canadian Inter-Mark (17).

<sup>9</sup>See Sheppard (117), p. 150.

<sup>10</sup>See House (60).



### *Social and demographic factors*

The second set of factors identified as an important determinant of job satisfaction or dissatisfaction contains the social and demographic characteristics. These can be analyzed in two ways.

Firstly, it is possible to construct a global job satisfaction index and estimate the relative contribution of different variables to this measure. This would provide such information as, for example, the effect of a person's sex on his or her satisfaction with work. Alternatively, the problem can be approached by asking what different groups of people seek in their jobs.

The organization of the study reflects this latter orientation. Thus, the attitudes of Canadians in general, and of youth and women in particular, are probed.

### *The Measurement of Job Satisfaction*

The Job Satisfaction Survey seeks to assess Canadian attitudes towards jobs in a number of ways.

Firstly, over-all impressions of job attitudes were probed through the use of five "content-free" questions. These items do not relate to specific characteristics of jobs, such as pay, relations with supervisors, degree of responsibility, etc. Instead they seek to establish the general degree of satisfaction individuals get from their jobs, all things being considered.

Secondly, a series of 34 job-specific items was used to investigate what respondents felt the characteristics of ideal jobs would be, and the extent to which these characteristics were present in their own actual working situation. This was accomplished by having the respondent first indicate how important each of the 34 characteristics (such as salary, degree of supervision, challenge of work, etc.) would be to him or her in an ideal job. A four-point scale ranging from very important to not at all important was used for this purpose. Following this, the same characteristics were rated, on a four-point scale ranging from very true to not at all true, according to the extent to which they were present in the respondent's current job. The discrepancies between the importance and the truth or satisfaction scores were then interpreted as the degree to which actual job situations fell short of the ideal.

Thirdly, the data were factor analyzed. This technique revealed underlying response patterns to the 34 job-specific items. It was found that certain items tended to cluster together around common themes, and, as such, tended to evoke similar answers from respondents. The exact "factors" (or scales) which emerged will be elaborated upon later. The main point in doing a factor analysis was to replace intuitive assessments of underlying themes with statistical techniques, reflecting the way in which respondents organized their perceptions of work.

### *The Content-Free Items*

The first of these five items was by far the most general. Respondents were simply asked:

"All in all how satisfied  
are you with your job?"

Eighty-nine per cent stated that they are at least "some-

what satisfied," while 40 per cent indicated that they are "very satisfied" with their employment. The same question in the U.S. elicited the result that 85 per cent of Americans were satisfied,<sup>1</sup> while in Germany 86 per cent were pleased with the conditions of their work.<sup>2</sup>

Although fewer than 3 per cent of Canadians expressed extreme dissatisfaction with their work, this small proportion might assume social significance if the dissatisfaction is expressed in overt ways.

The surprisingly large proportion of workers who answer that they are satisfied with their jobs has led some researchers to doubt the usefulness of this particular question. It has been argued that queries such as, "Are you satisfied with your job," strike too closely and too directly at the worker's self-esteem. Somewhat less direct questions, it is claimed, would allow us to discriminate more closely between genuine satisfaction and socially desirable "reflexes."

To circumvent this problem, the four additional "content-free" items attempted to learn more about general job satisfaction in an indirect manner. Respondents were asked "how their job measured up to their original expectations," "if they would take the same job again given their present information," "if they would recommend their job to a friend" and "what their choice would be if they were free to go into any job they wanted." Although caution must be used in interpreting the responses to these questions, they do seem to be more sensitive than the direct statement. Table 4-7 presents the percentage distributions for each of the items.

Interestingly, while considerably more than half of all Canadians would recommend their job to a friend or take the same job again, about a third would, in either case, express doubt with respect to the merit of this action. Furthermore, the proportion of dissatisfied persons rises from 1 in 50 on the direct measure to about 1 in 15 based on items ii, iii, and iv—a greater than threefold increase. Indeed, if given carte blanche, only 50 per cent of Canadians would remain in their current jobs despite the fact that for the vast majority (86 per cent) these jobs accord reasonably well with their expectations at the time they entered employment.

Despite the fact, then, that so many Canadians say they are satisfied with their jobs, there seems to be an element of discontent which becomes more visible through the use of indirect questioning. In view of the dearth of longitudinal research, it is, however, impossible to comment on whether this element of discontent has grown over the past few years.

### *The Job-Specific Items*

These 34 items referred to particular job features or facets, which, as mentioned previously, respondents were asked to rate according to both importance and truth (extent to which they were present in one's actual job). The resulting large body of data is presented in several different ways throughout this report. We make particular use of simple percentages; describe groups in terms of their mean or average responses to items; and

<sup>1</sup>See Quinn and Mangione (104), p. 123.

<sup>2</sup>See Social Welfare Federal Ministry of Labour (120), p. 230.



TABLE 4-7  
PERCENTAGE DISTRIBUTIONS  
OF ALL RESPONDENTS TO  
GENERAL JOB SATISFACTION ITEMS

Item	Response Categories	Per cent*
i) All in all, how satisfied would you say you are with your job?	Very satisfied.....	46
	Somewhat satisfied.....	42
	Not too satisfied.....	9
	Not at all satisfied.....	2
ii) Knowing what you know now, if you had to decide all over again whether to take the job you now have, what would you decide?	Take same job without hesitation.....	61
	Have some second thoughts.....	33
	Definitely not take job..	6
iii) If a good friend of yours told you (he/she) was interested in working in a job like yours for your employer, what would you tell (him/her)?	Strongly recommend it	59
	Have doubts about recommending it.....	34
	Advise against it.....	7
iv) If you were free to go into any type of job you wanted, what would your choice be?	Same as now.....	50
	Would want to retire and not work.....	8
	Take some other job....	31
	Don't know.....	10
v) In general, how well would you say that your job measures up to the sort of job you wanted when you took it?	Very much like.....	47
	Somewhat like.....	39
	Not very much like.....	14

\*Item percentages may total less than 100% because of non-responses.

refer to the ratings on the attitudinal scales which emerged from our factor analysis.

The importance ratings—

What Canadians want from work

Since satisfaction is defined as the fulfilment of a need or want it is entirely appropriate that we begin our analysis by asking what Canadians want from jobs. We reasoned, perhaps optimistically, that identifying the importance of various items in choosing a job would allow us to define a set of ideal job criteria. This would, of course, depend on the completeness of our items. At the very least, however, we hoped to obtain a feel for the relative importance of different work features.

Our first step was to obtain average importance ratings for each item, and to rank the 34 items accordingly. Some results were enlightening.

The single most important consideration in the minds of Canadians proved to be interesting work. This item obtained an average importance score for the sample of 3.73<sup>1</sup> out of a maximum of four. Having interesting work was of much greater concern than having chances to make friends or a good salary or even job security.

<sup>1</sup>A numerical example of how a summary index is derived may be helpful. In response to the statement "my work is interesting" we obtained the following distribution of replies:

Very important: 813 persons      Somewhat important: 199 persons      Not too important: 27 persons

Not at all important: 12 persons

Therefore, our calculation becomes:  $(813 \times 4) + (199 \times 3) + (27 \times 2) + (12 \times 1) \div (813 + 199 + 27 + 12)$

$$= 3915 \div 1051$$

$$= 3.73 \text{ Summary index for "my work is interesting."}$$

Above all, people do not want to work in a stifling environment. This is not particularly surprising given the amount of time we spend at our jobs.

The job facet 'interesting work,' unlike items such as being given a chance to make friends, embraces or cuts across a number of job features. Work can be interesting because of the people involved, because the job is challenging, or even because the physical surroundings are pleasant. From a statistical point of view, these underlying determinants of interest would manifest themselves in terms of a relationship or correlation between the item representing interesting work and other statements drawn from our questionnaire. Again, the results are enlightening.

The three statements to which interesting work is most clearly related, according to the strength of their association, are: being given an opportunity to develop special abilities; being given a chance to do the things one does best; and being given a lot of freedom in deciding how to do the work. Weaker association was held with: having enough information; working with competent people; and seeing the results of one's work. An interesting job, it would seem, is defined in terms of its internal characteristics and the opportunity that it affords for personal expression. Not unexpectedly, only 3.7 per cent of respondents did not feel interesting work to be important.

Because of its salience in establishing the desires of Canadian workers, and its implications for traditional assumptions about labour-market motivation, a slightly different approach to this topic was also undertaken. Respondents were forced to choose between interesting or challenging work and higher pay. The results confirmed our earlier observations; fully two-thirds of all respondents opted for interesting or challenging work.

Unfortunately, we cannot say to what extent these attitudes condition behaviour. Family responsibilities or financial obligations will often render additional income more attractive. In studies of leisure time use, for example, it has been found that a surprising number of individuals who work three- and four-day weeks moonlight rather than pursue more creative ends.

The Job Satisfaction Survey reveals that as the level of income rises so does the importance of having interesting work. Thus, as indicated in Chart 4-5, 72 per cent of respondents earning between \$3,000 and \$5,000 annually feel that interesting work is very important, as do more than 85 per cent of those earning \$15,000 or more.

Canadians ranked having enough information and enough authority to do the job immediately below interesting work. As we have already noted, having enough information is closely correlated with the importance of interesting work. The respective summary scores for these two facets on the importance scale were 3.66 and 3.64. These strong ratings are understandable in light of our discussion about stress and its implications. Studies of



middle-level managers, for example, have revealed considerable unhappiness and tension resulting from ambiguities related to insufficient authority and poor communications.<sup>1</sup>

The importance of being able to perform one's job in an efficient and effective manner is revealed by several other items as well. Receiving sufficient help and equipment; having clearly defined responsibilities; and working with competent people under competent supervision all fall within the 10 highest ranked categories.

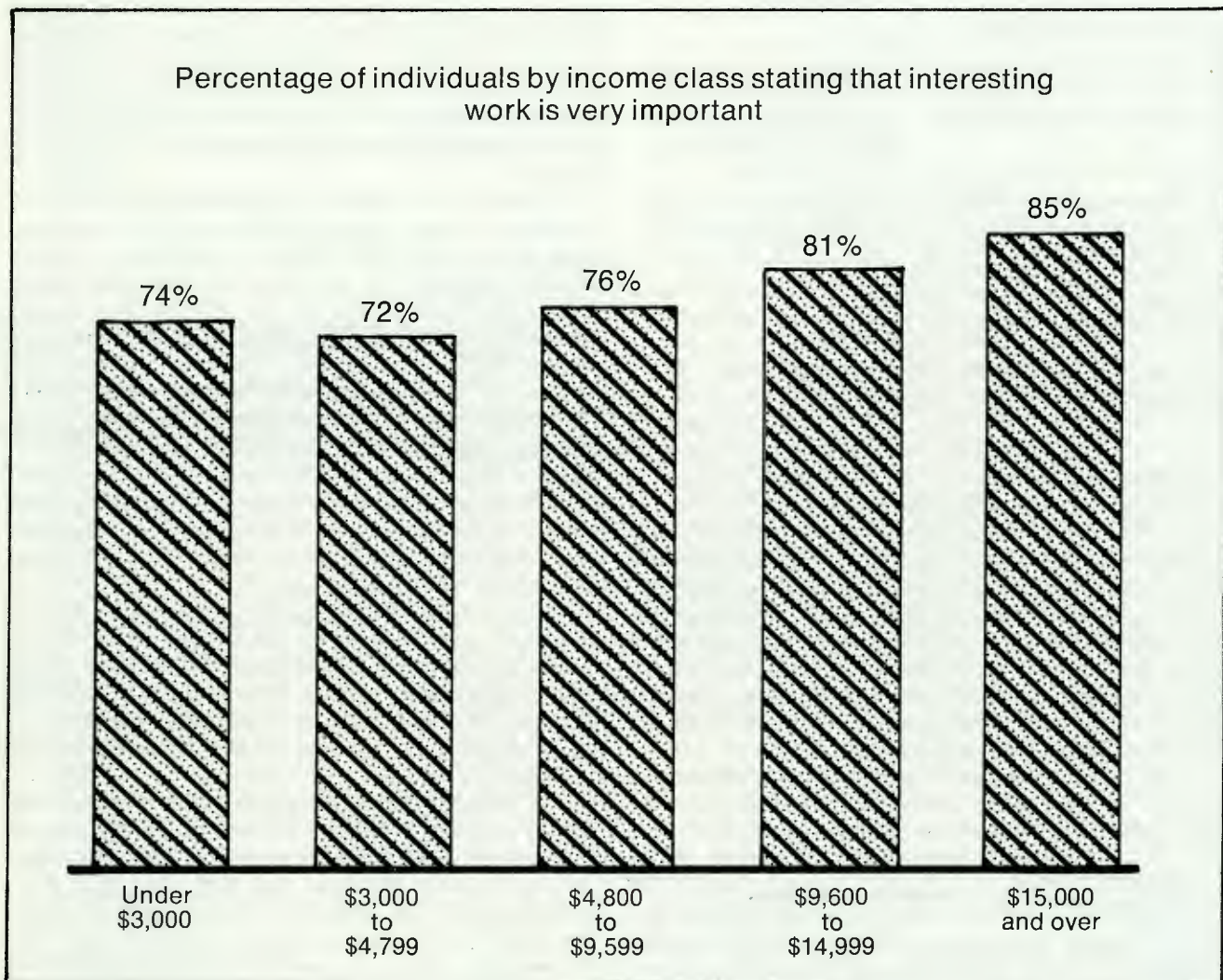
In general, it would seem that intrinsic aspects of work such as having sufficient information and authority outweigh the importance of extrinsic features such as salary or comfortable surroundings. Factors that were previously mentioned in the context of interesting work appear again amongst the upper strata in our hierarchy of important job facets. The opportunity to develop one's

abilities, freedom in performing the job, and being able to see the results of one's work are particularly salient.

While both having good chances for promotion and having a good chance to get ahead are important, they do not weigh nearly as heavily as does the opportunity to develop abilities.

Perhaps the most salient finding lies in the absence rather than the presence of certain items. Of the 10 top ranked characteristics, only one relates to features other than supportive job resources, challenge or interest. Working with friendly people, the human aspect of the job, was also judged highly important by a large number of Canadians. Conspicuously absent from the upper ranks are facets related to the financial side of work.<sup>2</sup> Salary-based items, while rated as somewhat important, are apparently not valued as highly as the nature of the work or its organization. Indeed, the ranking of statements shows

CHART 4-5



<sup>1</sup>See Peskin, (97), pp. 19-31, 79-90; and Work in America, (140), pp. 40-42.

<sup>2</sup>This seems to conflict with the Work Ethic Study material which stresses the importance still attached to pay. The explanation may be that when respondents are asked what is important to them in an ideal situation they abstract from their current jobs. But, when the query is related to the respondents' current employment they answer in a more realistic context—that is, for example, an assembly line worker may face a market that pays the same wage regardless of what the worker does. Thus respondents implicitly reply with a fixed earnings range in mind—a range fixed by education, training, experience, etc. . .



that job security, fairly handled promotions, and good promotional opportunities are rated as more important than receiving good pay (although implicit in these items are future income considerations).

The rankings of all 34 importance items are presented in Table 4-8.

TABLE 4-8  
JOB CHARACTERISTICS  
RANKED ACCORDING TO AVERAGE  
IMPORTANCE SCORES FOR SAMPLE\*

Rank	Characteristic	Average Score
1	Work is interesting.....	3.73
2	Have enough information.....	3.66
3	Have enough authority.....	3.64
4	Opportunity to develop abilities.....	3.60
5	Receive enough help and equipment.....	3.56
6	See results of work.....	3.55
7	Responsibilities clearly defined.....	3.52
8	Co-workers competent.....	3.48
9	Supervisor is competent.....	3.47
10	Given a lot of freedom.....	3.47
11	People are friendly.....	3.47
12	Job security is good.....	3.42
13	Promotions handled fairly.....	3.38
14	Chance to do things I do best.....	3.36
15	Enough time to get job done.....	3.35
16	Supervisor concerned about welfare of those under him/her.....	3.34
17	Pay is good.....	3.34
18	People helpful.....	3.32
19	Supervisor successful in getting people to work together.....	3.32
20	Chances to get ahead.....	3.28
21	Supervisor friendly.....	3.24
22	Supervisor helpful.....	3.24
23	People helpful.....	3.24
24	Chances for promotion are good.....	3.15
25	Hours good.....	3.14
26	Fringe benefits good.....	3.13
27	Surroundings are pleasant.....	3.06
28	Travel is convenient.....	3.04
29	Problems hard enough.....	2.95
30	Free from conflicting demands.....	2.86
31	Chances to make friends are good.....	2.82
32	People take personal interest in me.....	2.77
33	Can forget personal problems.....	2.74
34	Not asked to do excessive amount of work.....	2.48

\*Since the numerical scores presented in this report are of a descriptive nature differences of small order are taken to be of heuristic significance.

Having examined the statements in Table 4-8 individually, confirmation was sought of the manner in which Canadians perceive work by consulting the scales developed through the factor analysis. Eight factors or underlying dimensions emerged from the clustering of the 34 importance items.<sup>1</sup> Each represents a separate job characteristic which was felt by respondents to be important in an ideal work situation. The eight were interpreted as being:

<sup>1</sup>Appendix C outlines the factor analysis and presents the relative importance the factors have with respect to specific items.

"Importance of ... Supervisor and Supervision  
... Challenge and Growth  
... Financial Considerations  
... Promotional Opportunities  
... Human Resources to do the Job  
... Non-human Resources to do the Job  
... Personal Relations on the Job  
... Comfort and Convenience of Work."

Having identified the eight factors, their salience to the working population was established. A factor score was obtained by averaging the scores of the items comprising that factor and ranking these factors accordingly.

TABLE 4-9  
FACTORS RANKED BY  
AVERAGE IMPORTANCE SCORES

Rank	Factor	Average Importance Score*
1	Non-human resources to do the job.....	3.59
2	Supervisors and supervision.....	3.37
3	Human resources to do the job.....	3.36
4	Promotional opportunities.....	3.31
5	Challenge and growth.....	3.31
6	Financial considerations.....	3.30
7	Personal relations on the job.....	3.17
8	Comfort and convenience of work.....	2.90
OVER-ALL AVERAGE.....		3.29

\*Maximum of 4.00.

As can be seen from Table 4-9 the top three factors deal with the availability and adequacy of resources along with competent supervision. This finding confirms the impression obtained from an examination of individual items in the Job Satisfaction Survey.

However, the factor analysis leads to a greater emphasis being placed on promotional and financial aspects of jobs than does our analysis of individual items. Approximately equal rank was accorded to promotional opportunities vis-à-vis financial considerations. Coupled with the close proximity of a factor depicting challenge of work, the data strongly suggest that personal growth and fulfilling work are both separate from, and equal to, the perceived importance of income, fringe benefits, and job security.

Confronted by these data, it would appear that challenging and interesting tasks are desired by all Canadians. The intrinsic aspects of work again outweigh extrinsic considerations. Personal relations such as being given the chance to make friends as well as the comfort and convenience of working conditions are ranked considerably lower than the other factors. We should, of course, mention that this scale does not include health



and safety items. These features represent basic needs that are viewed as rights by the average Canadian—they are, in a sense, “non-negotiable,” and therefore were not investigated.

#### The “Truth” Ratings—What Canadians are Actually Getting from Work

Knowing what Canadians want from work does not give us a picture of the actual job terrain.

To examine this reality, respondents to the Job Satisfaction Survey were asked to indicate how accurately each of our 34 statements described their present jobs. Based on empirical studies, the assumption was made that a rating of “very true” indicated a satisfaction score of “very satisfied” and so on.

The analysis of items that indicate relative dissatisfaction is also of interest. These facets come into particularly sharp resolution when the “truth” items are condensed into the groups suggested by the factor analysis of “importance” items.

Thus, the factor for, say, personal relations on the job contains the same statements whether we are referring to its importance or to how satisfied Canadians are with this aspect of their jobs.

Table 4-10 indicates the average satisfaction scores which our sample obtained on each of the eight scales.

TABLE 4-10  
FACTORS RANKED BY  
AVERAGE SATISFACTION SCORES

Rank	Factor	Average Satisfaction Score For Sample*
1	Non-human resources to do the job.....	3.16
2	Personal relations on the job.....	3.15
3	Human resources to do the job.....	3.10
4	Supervisors and supervision.....	3.02
5	Financial considerations.....	2.92
6	Comfort and convenience of work.....	2.91
7	Challenge and growth.....	2.86
8	Promotional opportunities.....	2.60
	OVER-ALL AVERAGE.....	2.97

\*Maximum of 4.00.

It is noteworthy that promotional opportunities are singled out as the most dissatisfying element in the Canadian work scene. The factor score of 2.60 is considerably lower than that accorded other scales and signals relative unhappiness with the chances of promotion, with their fairness and with the concern of the employer about giving every one a chance to get ahead.

This impression is supported by evident dissatisfaction with the challenge of work. Canadians feel that they have neither sufficient freedom on the job nor an opportunity to develop their abilities. Nearly 40 per cent of the respondents indicated that they were dissatisfied with their “chances for doing the thing they do best.”

The stifling effect of jobs that do not permit individual innovation or growth has long been recognized in management positions. As Dean Peskin<sup>1</sup> points out in his analysis of “the doomsday job,” the basis for organiza-

tional renewal lies in the provision of opportunities for self development with an accompanying system of rewards. Once again, our data indicate that these needs are not restricted to executives but are shared by all Canadians. Barriers to individual advancement and productivity, whether they derive from unrealistic educational and credential specifications or from discriminatory attitudes, are costly from both an individual and a social point of view.

An interesting split also exists between satisfaction with promotional opportunities and satisfaction with the financial aspects of work. Whereas the latter has a mean satisfaction score of 2.92, the former rating is considerably lower. The discrepancy becomes particularly interesting when we examine the specific items within these two facets. It would appear that more than 25 per cent of Canadians are very unhappy with their chances for a promotion while only 12 per cent are very dissatisfied with their current pay; 31 per cent of respondents are very satisfied with their salaries while only 21 per cent are very satisfied with promotional opportunities. The average scores for the two items also reflect these assessments: satisfaction with pay received a score of 2.89 while satisfaction with promotional opportunities rated only 2.39<sup>2</sup>—the lowest-ranked item on the entire list.

As can be inferred from the ranking of individual items, respondents were generally satisfied with the resources placed at their disposal. The availability of non-personal resources such as adequate information and enough help and equipment is apparently not an issue for Canadian workers. Similarly, an average score of 3.10 for the human resources factor indicates widespread satisfaction with the competence and helpfulness of co-workers. In the case of the supervisors and supervision scale, this contentment diminishes but still achieves a rating of “somewhat satisfied.” Obviously, Canadians are relatively pleased with the support they receive in order to get the job done.

Equally satisfying are personal relations—fellow employees are deemed friendly; persons feel that they are given the chance to make friends; and workers take a personal interest in each other. The “expanded” meaning of work has a great deal to do with this evaluation. If your job makes you feel valuable you will likely appear valuable in the eyes of your co-workers.

The remaining extrinsic feature of jobs concerned the comfort and convenience of work. Interestingly, this was not a source of particular satisfaction to our respondents and received roughly the same ranking as financial considerations.

Although an examination of individual items comprising the scale revealed that both hours of work and travel were viewed favourably, more than one in three persons were dissatisfied with the amount of work demanded while about 44 per cent were displeased with the conflicting demands made on them in the course of their jobs. A related item further suggests that one in four persons does not feel that there is sufficient time to get the job done.

<sup>1</sup>See Peskin (97), p. 19-31.

<sup>2</sup>Based on the reduced sample used in the factor analysis — see Appendix B.



Having looked at job characteristics both from the perspective of their importance to Canadians and their actual presence in jobs, we shall now combine and analyze the two sets of data.

In Table 4-11 below all 34 job aspects are ranked according to their average satisfaction scores.

TABLE 4-11

JOB CHARACTERISTICS RANKED ACCORDING TO AVERAGE SATISFACTION SCORE

Rank	Characteristic	Average Score
1	Have enough authority.....	3.27
2	People are friendly.....	3.26
3	Have enough information.....	3.26
4	Supervisor friendly.....	3.25
5	Work is interesting.....	3.22
6	See results of work.....	3.21
7	People helpful.....	3.19
8	Travel is convenient.....	3.15
9	Job security.....	3.10
10	Hours good.....	3.10
11	Supervisor is competent.....	3.08
12	People competent.....	3.08
13	Responsibilities clearly defined.....	3.07
14	Received help and equipment.....	3.06
15	People helpful in getting my job done.....	3.06
16	Chances to make friends.....	3.02
17	Given a lot of freedom.....	3.00
18	Supervisor helpful.....	2.99
19	Time to get job done.....	2.98
20	Surroundings are pleasant.....	2.92
21	Develop abilities.....	2.91
22	Supervisor concerned about welfare.....	2.90
23	Pay is good.....	2.89
24	Supervisor successful in getting people to work together.....	2.89
25	Problems hard enough.....	2.86
26	Not asked to do excessive amounts of work.....	2.83
27	Fringe benefits good.....	2.82
28	Forget personal problems.....	2.81
29	People take personal interest in me.....	2.78
30	Promotions handled fairly.....	2.77
31	Chance to do things I do best.....	2.75
32	Chance to get ahead.....	2.68
33	Free from conflicting demands.....	2.57
34	Chances for promotion.....	2.39

Implicit in our discussion of satisfaction thus far has been the idea that all the facets are accorded equal weight in the determination of over-all job satisfaction. Thus a satisfaction score across all eight factors is arrived at simply by averaging the ratings assigned to the different scales.

This simple technique has been acclaimed by a majority of recent studies as yielding the best predictive estimates of over-all job satisfaction. It does, however, beg some vital theoretical considerations. We already know that individuals evaluate job characteristics differ-

ently, valuing some more highly than others. Intuitively, this would suggest that factors rated as more important can potentially contribute more to over-all satisfaction than factors deemed to be of little consequence. Referring again to the table which ranks factors by their average importance to our respondents, (Table 4-9) one would be surprised if "comfort and convenience" (ranked 8th) has had as much influence on job satisfaction as have "promotional opportunities" (ranked 4th). Therefore, a measure which examined the difference between the importance and satisfaction ratings was constructed.

Mechanically this involved subtracting the satisfaction score for each item from the corresponding importance score, and then averaging these differences to obtain a single 'discrepancy' rating for each factor. A positive rating would indicate that the importance score was greater than the satisfaction score, or in other words, that the particular characteristic was not present in jobs to the degree that was desirable. A negative rating would indicate that the satisfaction score was greater than the importance score, or that the desirable level had been achieved. Table 4-12 presents the results of these calculations.

TABLE 4-12

FACTORS RANKED BY AVERAGE 'DISCREPANCY' SCORES FOR SAMPLE

Rank	Factor	Average 'Discrepancy' Score
1	Promotional opportunities.....	0.72
2	Challenge and growth.....	0.45
3	Non-human resources to do the job.....	0.43
4	Financial considerations.....	0.37
5	Supervisors and supervision.....	0.35
6	Human resources to do the job.....	0.26
7	Personal relations on the job.....	0.01
8	Comfort and convenience of work.....	-0.01

Despite possible theoretical weaknesses in this procedure, the difference measure has surprising empirical strengths. In the American Working Conditions Survey it was shown to be at least as good a predictor of over-all job satisfaction as the more sophisticated weighted schemes.<sup>1</sup> Furthermore, in a study involving different formulations of job satisfaction queries, importance minus satisfaction scores turned out to have the strongest correlation with a measure of absenteeism.<sup>2</sup>

Perhaps the strongest reason for looking at these discrepancies is that they point out problems in studying job satisfaction. Moreover, by examining the size of the "gap" between importance and satisfaction and comparing different factors on this basis we can, crudely, order the magnitude of unfulfilled aspirations. A large gap may well signal that Canadians are dissatisfied with an important feature of work while a smaller discrepancy indicates a lesser degree of displeasure.

<sup>1</sup>See Quinn and Mangione, (104), p. 85-115.

<sup>2</sup>See Wanous, (135), p. 103.



Our measure provides us with enlightening results. Particularly striking is the relative dissatisfaction that Canadians experience with their promotional opportunities. The gap in this case appears to be an order of magnitude apart from the other factors. Increasingly, it would appear that rigidities imposed by, for example, artificial hiring requirements, credentialism, and restrictive seniority rules, limit job mobility. Career paths do not exist from nurse to doctor, secretary to executive and stockroom assistant to manager. Employees are "slotted" into openings that they may or may not fit. Hard work is not always sufficient—education is also necessary "to get ahead."

Looking at individual items listed in Table 4-13, the single largest gap between importance and satisfaction appears with regard to the statement: "The chances for promotion are good." But, this is closely followed by the manner in which promotions are handled.

Close examination of differences for the items or statements that make up the challenge and growth factor shows that Canadians are very concerned about the opportunity to develop their abilities and about being given the chance to do the things they do best. Indeed, the relatively large discrepancy that exists for these statements suggests that underemployment of a kind may be fairly prevalent. It would further appear that people are bored by dull undemanding work. A study by McCormack of Maritime migrants to Toronto further illustrates this point. He quotes a man involved in mechanical maintenance work:

"In my mind," he said, "there are two kinds of work: a thinking job and a job where you don't have to think . . . That kind of job (former), the time zips by like nothing . . . you can study something out . . . you can see where you're accomplishing something . . . But this job, what I'm doing now, you work by the hour; every day is about twenty-four hours long . . . you don't have to think."<sup>1</sup>

Financial considerations, while important, do not produce as large a discrepancy between satisfaction and importance. However pay and, to a smaller extent, job security show noteworthy gaps.

In analyzing the relative gaps manifested by different factors we are, of course, assuming that larger differences, meaning less satisfaction on more important items, contribute more to stress and hence act as stronger behavioural spurs. It is frequently argued, however, that attitudes may not adequately predict subsequent behaviour. In this context we would like to refer back to our discussion concerning the links between measures of satisfaction and labour-market behaviour, as well as to earlier remarks dealing with the empirical strengths of the "discrepancy" construct. Opportunities for promotion and challenging work and factors related to the intrinsic nature of jobs, may play a more important role in job behaviour than financial considerations alone. Moreover, the inability of jobs to fill these employee needs can manifest itself in various chronic physical and mental diseases.

TABLE 4-13  
AVERAGE "DISCREPANCY" SCORES OF  
FACTORS AND THEIR COMPOSITE ITEMS

Factors and items	Average "discrepancy" score for sample
1. Promotional opportunities.....	0.72
(a) The chances for promotion are good.....	0.79
(b) Promotions are handled fairly.....	0.68
(c) My employer is concerned about giving everyone a chance to get ahead.....	0.67
2. Challenge and growth.....	0.45
(a) I have an opportunity to develop my own special abilities.....	0.70
(b) I am given a lot of freedom to decide how I do my own work.....	0.43
(c) I am given a chance to do the things I do best.....	0.56
(d) The problems I am expected to solve are hard enough.....	0.10
3. Non-human resources to do the job.....	0.43
(a) I receive enough help and equipment to get the job done.....	0.48
(b) I have enough information to get the job done.....	0.39
4. Financial considerations.....	0.37
(a) The pay is good.....	0.46
(b) The job security is good.....	0.35
(c) My fringe benefits are good.....	0.30
5. Supervisors and supervision.....	0.35
(a) My supervisor is competent in doing his/her job.....	0.40
(b) My supervisor is very concerned about the welfare of those under him/her.....	0.50
(c) My supervisor is successful in getting people to work together.....	0.47
(d) My supervisor is friendly.....	0.05
6. Human resources to do the job.....	0.26
(a) My supervisor is helpful to me in getting my job done.....	0.29
(b) The people I work with are helpful to me in getting my job done.....	0.21
(c) The people I work with are competent in doing their jobs.....	0.39
(d) The people I work with are helpful.....	0.16
7. Personal relations on the job.....	0.01
(a) I am given a lot of chances to make friends....	-0.18
(b) The people I work with are friendly.....	0.20
8. Comfort and convenience of work.....	-0.01
(a) Travel to and from work is convenient.....	-0.11
(b) I am not asked to do excessive amounts of work.....	-0.31
(c) I am free from the conflicting demands that other people make of me.....	0.30
(d) The hours are good.....	0.08

Another source of possible stress on the job derives from the relative availability of resources—human, non-human, and supervisory. The scale relating to non-human resources suggests that Canadians would like to receive additional support in carrying out their jobs.

<sup>1</sup>See McCormack, (76), p. 10.



The supervisory variable too, despite its relatively smaller gap, seems to be quite important. Indeed, if not for the fact that its score was partially based on a statement dealing with the friendliness of supervisors, it would have manifested a gap nearly as large as that of the challenge and growth factor. Significantly, the statement which aroused the most concern dealt with the attitudes of the supervisor towards the welfare of those under his or her supervision. Equally significant is the fact that this item is highly correlated with the statement: "My employer is concerned about giving everyone a chance to get ahead." This latter statement is part of the conceptual group relating to promotional opportunities, the factor with the largest discrepancy between importance and satisfaction. Apparently, what displeases Canadians most about the supervision they receive is the fact that it does not assist them to grow on the job and thus get ahead.

Only with respect to personal relations on the job and the comfort and convenience of work do Canadians as a whole appear to be quite satisfied. With the exception of desiring a little more time to get the job done, Canadians are, in general, content with their hours of work, with the convenience of travel to and from work, and with the amount they are expected to produce.

### Summary

At the national level, Canadians indicated both a strong motivation to work and over-all satisfaction with their jobs.

For Canadians in the labour force, work plays a principal role in the attainment of important life goals. A vast majority also claimed that they worked not only because they had to, but also because they liked to. Most expected to derive some degree of enjoyment and satisfaction from their jobs.

In terms of their sense of commitment, it was clear that, generally speaking, Canadians placed their families first, work second, and friends third.

In assessing their productiveness as employees, workers were likely to see themselves in a more favourable

light than they did others. Virtually all workers considered themselves to be conscientious.

There was a consensus that workers were selective about the types of employment they would take. This selectivity was modified somewhat when the necessity of having employment was greater.

In taking a new job, financial remuneration, working conditions, and personal relations with one's supervisor were major determinants; background training was somewhat less important.

Nearly 90 per cent of Canadian workers described their jobs as providing some degree of satisfaction. This majority was characterized by fewer job changes and periods of unemployment, less desire to leave current jobs, and a greater sense of long-term commitment to a job. They were far less likely to consider that they could get a better job and more likely to describe their jobs as being "careers."

The Job Satisfaction Survey also indicated that almost 90 per cent of Canadian workers felt generally satisfied with their work. In describing ideal jobs, the most important characteristics stressed by workers were that the work be interesting, that they have enough information and authority to do the job, and that they be given the opportunity to develop special abilities. Of lesser importance were job security, promotional considerations, pay, work hours, and fringe benefits.

When aspects of jobs were ranked according to the satisfaction they provided in current employment, having enough authority and information, friendliness of co-workers and supervisors, interesting tasks, and seeing the results of one's work emerged as the most satisfying characteristics. Less satisfaction was derived from job security, work hours, quality of supervision, pay, fringe benefits, and promotional opportunities.

In assessing the match between Canadian workers' actual jobs and their job aspirations, it appeared that the greatest discrepancy was, by far, with respect to promotional opportunities, followed by challenge, supportive resources, financial considerations, and quality of supervision.



## CHAPTER 5:

### YOUNG WORKERS AND THE LABOUR FORCE

The work values of younger Canadians, those between the ages of 15 and 34, are of particular interest, for it is to this group that popular stereotypes relating to such values have been most readily applied. Their opinions and attitudes are of great importance for the future. It is also important, however, to review the social and economic context within which these current labour market attitudes are found and must be considered.<sup>1</sup>

As previously mentioned, there has been a rapid growth in the Canadian working-age population. This will slow down in the early 1980s, but a shift will have taken place in the age structure of the labour force. As a result of the post-war baby boom, considerable growth in the 25 to 34-year-old age bracket has already taken place, and will continue to do so.

Besides being generally younger, today's population and labour force are more highly educated than the population and labour force of a decade ago, and a larger proportion of those with higher education have sought jobs. This is of particular interest in light of recent research findings.

Herzberg et al<sup>2</sup> have found education to have a particularly strong influence on work values. In considering an ideal job, persons with lower education stress the importance of economic aspects, while those with higher education stress the importance of the quality of work. As the general level of educational attainment of the Canadian labour force increases, therefore, the implications of this relationship will become more apparent.

As well as constituting a growing proportion of the labour force, young workers also comprise an increasing and disproportionate share of total unemployment. In 1961, 14 to 24-year olds accounted for 22 per cent of the labour force and 33 per cent of the unemployed. By 1972 they comprised 27 per cent of the labour force, but had increased their share of unemployment to 47 per cent of the total. As the rate of economic activity accelerates, there is a tendency for unemployment rates of all age groups to equalize somewhat; but as the economy slows, diminishing the number of available jobs, the proportion of younger workers amongst the unemployed again rises. As relatively inexperienced workers without seniority, young people are generally the first laid off.

Job changing among younger Canadians appears to be due in part to transitional problems between school and work. Individuals who have been in the labour force for longer periods of time have a better record of obtaining employment than recent school leavers. Much of the job changing is voluntary, reflecting experimentation.

Moreover, young people who have completed high school—particularly if they have also had vocational training—show marked improvements in their employment situation as compared with individuals who have completed neither. It is interesting to note that American data suggest that as the level of education increases, the frequency of voluntary, as opposed to involuntary, job changing rises—reflecting perhaps job shifts undertaken for career development.

#### The Work Ethic Survey

It is often stated that the work orientation of today's youth is very different from that of former generations. The Work Ethic Study, while it cannot illuminate trends which may have occurred over the past few decades, has attempted to present a present-day snapshot of variations in the attitudes of different age groups. Some of these, such as the greater importance young people place on their peer group, are traditional differences that have been observed often before. There are other variations, however, which may not be so easily explained.

#### Young People's Work Values

##### *Why Young People Work*

As a general statement, it appears that most Canadians believe earning a good living is the most important thing to them. Seventy per cent of each age category agreed that they felt this way, although the strength of agreement was greater among males than females.

This percentage changes across age groups when the reasons why people choose to work are investigated. People were asked whether they worked mostly to feed their children, to keep busy, for recreation, or to earn more money. The results are in Table 5-1.

<sup>1</sup>Data from Statistics Canada's Labour Force Survey has been particularly useful in this respect. Specific references are: Statistics Canada, *Special Labour Force Studies*, No. 1, Cat. No. 71-505. Statistics Canada, *The Labour Force* (Dec. 1971), Cat. No. 71-001.

<sup>2</sup>Herzberg et al, (58), p. 124.



TABLE 5-1  
REASON FOR WORKING  
(Percentage Distribution By Age For Self-Defined Employed)

Reason For Working	Respondent's Age				
	16-19 years	20-24 years	25-34 years	35-44 years	45-54 years
Food for Children.....	14	29	47	61	58
Keep Busy.....	32	25	18	15	25
Recreation.....	15	14	10	9	9
More Money.....	39	32	25	15	8
TOTAL.....	100	100	100	100	100

As can be seen, far fewer young people work "to feed their children" than do older age groups. It should be noted that males of all age groups were considerably more inclined to state this as the main reason for having a job than were females. Females, especially between the ages of 20 and 44, worked more to earn extra money to contribute to the household.

Age clearly influences the reasons one chooses to work. By tracing the data in Table 5-1 for 16 to 34-year-olds, it can be seen that younger Canadians work primarily to keep themselves occupied and to earn more money. The importance of these reasons begins to wane however as workers acquire higher incomes, through seniority, and the demands of family life increase.

Further insights were gained into the relative importance of work and family to different age groups by having respondents indicate what they depended on for success, for self-fulfilment, and for the attainment of important personal goals. They were asked to choose between friends, work, family, union and church in answering. Table 5-2 presents the results.

TABLE 5-2  
IMPORTANCE OF VARIOUS FACTORS  
IN ACHIEVING PERSONAL REWARDS  
(Percentage Distribution By Age For Self-Defined Employed)

Item	Age Group	Factors					Total*
		Friends	Work	Family	Union	Church	
... Depend on for success	16-19	9	51	34	3	3	100
	20-24	5	62	32	1	1	100
	25-34	5	55	38	1	1	100
	35-44	4	51	42	1	1	100
	45-54	6	51	39	3	2	100
... Depend on for self- fulfilment	16-19	20	39	29	10	2	100
	20-24	21	37	38	4	-	100
	25-34	9	35	49	6	1	100
	35-44	7	36	49	8	1	100
	45-54	10	35	42	13	-	100
... Aids in attainment of impor- tant life goals	16-19	11	53	31	4	1	100
	20-24	11	49	34	4	2	100
	25-34	3	46	48	3	-	100
	35-44	3	41	51	5	1	100
	45-54	1	42	51	6	1	100

\*Figures may not add to 100 per cent due to rounding.

It is clear that the majority of respondents across all age groups depend most on work for the attainment of success. This is particularly true of the 20 to 24-year olds. The family appears to play a secondary role in the attainment of success and is again mentioned by fairly

equal proportions of each age category. However, sex has had a major influence on the response patterns to this item; males determining the high scores placed on work, and females the high scores on family.

The greater emphasis placed by young people on their peer group is evidenced through an analysis of what the respondents said they depended on most for self-fulfilment. Twenty per cent of those under 24 years, as compared with approximately 10 per cent of older Canadians, indicated that friends were the key to self-fulfilment. These young people relied equally on work and less on the family than did other age groups. The greater emphasis placed on family by respondents over the age of 25 years was mostly due to a disproportionate influence by women of child-rearing age.

The attainment of important life goals for the respondents depended mostly on work and family. Again, it was males who stressed work, and females who stressed the family. For both sexes, however, those under 24 years of age placed less emphasis on family and more on friends than did older groups.

#### *Young People's Commitment to Work and Jobs*

Beyond the role work plays in the lives of young people, there was an interest in assessing the type of workers they judge themselves to be. It appears that younger workers, especially those from 16-19 years old, are considerably less inclined than older workers to classify themselves as very conscientious (59 per cent for 16 to 19-year-olds; 73 per cent for 20 to 24-year-olds; 79-89 per cent for older groups). Again, differences by sex appeared, with females 20 years and older describing themselves as much more conscientious than males of the same age. Education also affected these self-perceptions, with more highly educated persons rating themselves as more conscientious than those with less education.

Respondents were asked to rank work, family, friends, church and union in terms of their commitment to each. Table 5-3 presents the results of this inquiry, although it should be noted that church and union are deleted because of the minimal importance assigned them by the sample.

TABLE 5-3  
RANK OF COMMITMENT  
TO WORK, FAMILY AND FRIENDS  
(Percentage Distribution By Age For Self-Defined Employed)

Item	Rank	Respondent's Age				
		16-19	20-24	25-34	35-44	45-54
Work.....	First.....	10	13	11	12	18
	Second.....	30	38	49	48	49
	Third.....	40	36	32	32	21
Family.....	First.....	74	75	83	84	80
	Second.....	18	15	14	11	16
	Third.....	5	9	3	5	2
Friends.....	First.....	14	13	7	4	2
	Second.....	45	40	30	27	23
	Third.....	33	41	47	46	48



As can be seen, commitment to the family appears to be of prime importance to all age groups; this is true for both sexes. Commitment to work was of second greatest importance to persons over the age of 25, but below this age, the peer group rivaled the job market. Forty-five per cent of 16 to 19-year-olds, and 40 per cent of 20 to 24-year-olds ranked commitment to friends second, presumably to family. This compared with 23-30 per cent of older respondents.

There were variations in the rankings however, when males and females were considered separately. Males 16-19 years were less committed to work than were females of the same age group; but males over 20 were equally or more committed. The importance of the peer group was strongest for males, particularly those over 25 years of age. For younger workers friends were equally important to both sexes.

Young people, regardless of sex or education, also described themselves as being less committed to specific jobs than did older workers. Forty-three per cent of 16 to 19-year-olds said they were strongly committed to their current jobs, as compared with 65 per cent of 20 to 24-year-olds, 68 per cent of 25 to 34-year-olds, and 78 per cent of older respondents. Young people demonstrated a similar lesser commitment to their employer, and indeed indicated a much greater possibility, particularly among those more highly educated, that they would leave their present job (see Chart 5-1).

Respondents were also asked how often they changed jobs—often, rarely or never. Nineteen per cent

of the 20 to 24-year-olds stated they changed *often*. This was the highest of any age group.

The constraints against job-changing became clear when the data were examined by number of dependents, marital status, and home-ownership. The results indicate that the greatest potential turnover is among young people without spouses, children or their own homes. One-half of the single, employed, young people aged 16 to 34 felt that there was a chance they would leave their present job, while only one-quarter of the married people in the same age group felt the same way. Likewise, the single people in this age category had had more jobs in the preceding year, along with a higher incidence of past unemployment.

A further survey question revealed that approximately 90 per cent of all males above 20 years of age would prefer full-time to part-time employment or to being out of the labour force. Part-time employment had a greater appeal to female respondents, particularly during the child-bearing years.

#### Career Orientation

The survey gave some indication of the considerable numbers of youth who are experimenting in the labour force without much success, and for whom job-changing is a way of life. Employed respondents on the survey were asked whether they thought of their present job as an expanding career, or a blocked one. Those who felt their present jobs did not represent a career were asked if they wanted one. The results are presented on Table 5-4.

CHART 5-1

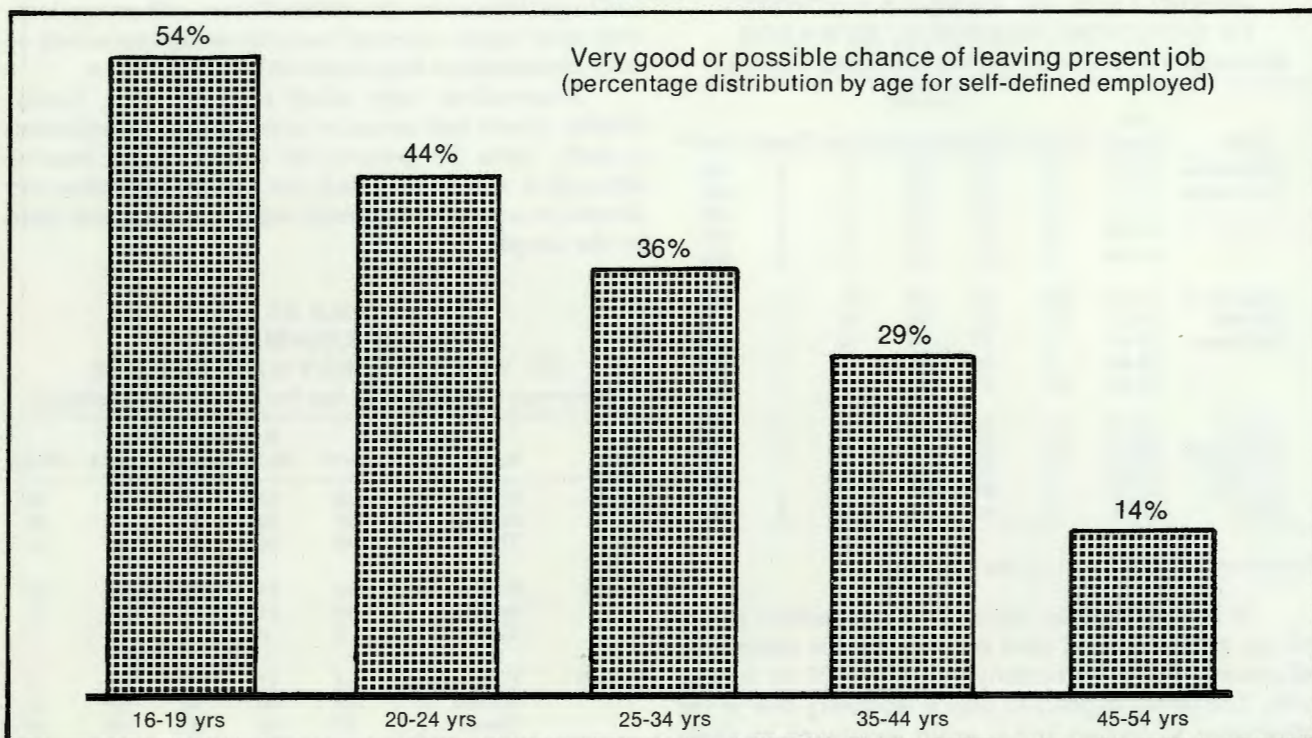




TABLE 5-4  
CAREER ASPIRATIONS  
(Percentage Distribution By Age For Self-Defined Employed)

Characteristics of present job	Respondent's Age			
	16-19	20-24	25-34	35 years and over
Is an expanding career.....	18	43	54	47
Is a blocked career.....	4	9	10	20
Not a career, but want one.....	73	32	18	7
Not a career, but don't want one..	5	17	19	27
TOTAL*.....	100	100	100	100

\*Figures may not add to 100 per cent due to rounding.

As can be seen, 73 per cent of the employed 16 to 19-year-olds felt that their present job was *not* a career, but they did in fact want one. This proportion dropped sharply to 32 per cent of the 20 to 24-year-olds, 18 per cent of those aged 25-34, and 7 per cent for those older than 35 years. As age increases, there is a greater tendency for employed workers either to be in jobs they consider a career, or to lose their aspirations for such jobs.

It was also found that the university and community college-graduates, at every age level, find their career niche faster. Three-quarters of the 25 to 34-year-old university educated described themselves as already embarked on a career, while 13 per cent were still searching; at the same time, 19 per cent of those with high school or technical school education and 31 per cent of those with public school education in this same age

group were still without a career and wanting one. For those with lesser degrees of training, therefore, the period of experimenting in the job market may be more prolonged before the desirable job is found or the aspiration for a career is dropped.

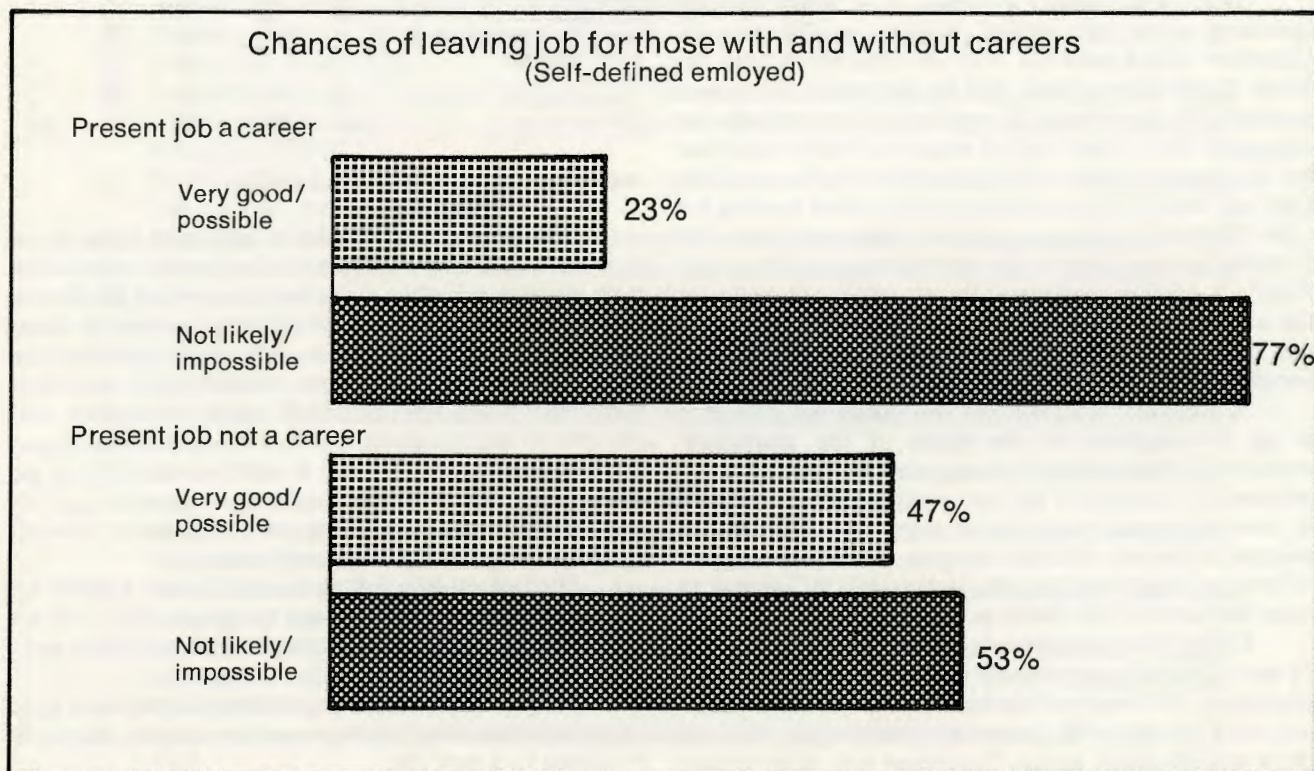
It appears that the career-oriented worker can, depending on the job circumstances, be the most stable or the most mobile of all employees. To the extent that promotional possibilities are open in present positions, workers appear content to stay where they are; to the extent that career aspirations are blocked, workers plan to move on. Consequently, career mobility can result in job stability or job turnover.

All employed respondents were asked to estimate the likelihood of their leaving their present jobs. Comparatively fewer of those with a career and more of those without a career planned to move on, as Chart 5-2 indicates.

Examining this relationship by age, however, reveals that even young people with career employment are likely to change jobs more frequently than their older counterparts. Of all the workers below age 34 who considered their current jobs a career, 28 per cent felt there was a "very good" or "possible" chance they would leave, as compared with only 18 per cent of those 35 and over.

Bearing in mind the greater amount of job changing among younger, as opposed to older persons, it was of interest to investigate what types of problems youth encounter in seeking employment.

CHART 5-2





## Job Barriers

On the Work Ethic Survey, respondents were given a list of problems or difficulties that they might have had or might expect to have in finding a job. Young people frequently cited problems getting jobs because of a lack of education or training (27 per cent) for the jobs they wanted. Thirty-seven per cent cited a lack of working experience as a problem, 28 per cent referred to a lack of specific skills. Of somewhat less importance was a failure to meet language requirements (14 per cent) and a failure to have qualifications recognized by a trade union or professional association. These problems with meeting job qualifications may easily be described as shortcomings for which youth, not employers, are responsible. However, the point should be made that many of the qualifications established for jobs, particularly low-skill ones, may be unrealistic.

Education and related factors are not the only ones barring youth from certain jobs. Age by itself was considered a problem to 17 per cent of the young employed according to the Work Ethic Survey. Material from the group sessions provided some concrete examples of how being "too young" may affect would-be workers. In Toronto, some unemployed teenagers complained that although they were qualified truckdrivers, they could not get jobs with most companies because of their insistence on hiring drivers with a minimum age of 25, this restriction being due to insurance coverage. Here we have an example of how a job barrier translated directly into job turnover; these teenagers picked up truck-driving jobs only when a company needed a short-term replacement.

There was general evidence of a great deal of ignorance about the labour market on the part of Canadian school students. This was reflected in both the Work Ethic Survey itself and in the associated group sessions. On the survey, 27 per cent of the students (as compared with 17 per cent of employed youth) said that not knowing what kind of job they wanted was a problem they had had, or else expected to have, when looking for a job. Students in the group sessions frequently confessed to being unsure about what they planned to be or do. This lack of awareness was also noted among many of the unemployed young people, who stated that they did not know what sorts of opportunities were available to people with their qualifications.

Although the survey was not specifically directed at an investigation of the plight of the marginally employed,<sup>1</sup> this group of young, unskilled, uneducated workers did emerge as the one most highly represented in unemployment roles. They were not sufficient in number to permit rigorous analysis, but as an example of persons confronted by job barriers it is of interest to point out some of the findings.

Of the 25 respondents who were between ages 16 and 24 and who had completed no more than a public school education, 11 described themselves as currently unemployed. This was a far higher proportion than for any other age/education group. Compared with older people

with the same education, the present and past periods of unemployment of these unemployed young people were of shorter duration, suggesting that job turnover for them is comparatively rapid. This conclusion was supported by their job histories; one-half of the 16-24 year old labour force members with this level of education, one-fifth of their 25 to 34-year-old counterparts, and one-tenth of the 35 plus group had held two or more jobs during the preceding year. This job turnover was accompanied by a sizeable amount of unemployment for the young people; thirty separate periods of unemployment during the preceding year were collectively reported by only 17 people in the 16-24 age range who had only public school education.

## What Young People Value in Jobs

The greater inclination of younger workers to change employment also makes it worthwhile to understand what is most important in prompting them to seek new jobs. The survey attempted to investigate this by asking respondents which of several items would be the key one in motivating them to take a new job. The results are presented in Table 5-5.

TABLE 5-5  
MOST IMPORTANT IN CONSIDERING  
A NEW JOB

(Percentage Distribution By Age For Self-Defined Employed)

Item	Respondent's Age				
	16-19	20-24	25-34	35-44	45-54
More pay.....	22	28	26	34	41
Interesting work.....	21	11	12	11	8
Advancement.....	21	22	17	9	8
Use talent.....	20	16	17	15	7
Sense of accomplishment....	8	13	13	14	11
Better benefits.....	4	1	5	4	6
Security.....	3	7	9	10	13
Control pace.....	3	3	1	3	6
TOTAL*	100	100	100	100	100

\*Figures may not add to 100 per cent due to rounding.

It must be remembered that responses to the above item were of a forced-choice nature, that is respondents were asked to select the *single* most important job feature that would induce them to switch employment. In doing so, it appears that 16 to 19-year-olds placed most emphasis on salary, interesting work, advancement and using their talents. As age increased, more importance was attached to salary aspects, and less to promotional opportunities. This is possibly due to the fact that as one acquires seniority in a job the actual opportunities for promotion diminish. Consequently, increased rewards would have to be of a monetary nature.

The interest of a job was not as crucial a factor for workers over the age of 20, and it appears that they are more willing to make trade-offs particularly if they are financial.

There was an increasing tendency as workers aged to consider security an important motivating factor in switching to a new job.

<sup>1</sup>In terms of a general slow down in economic activity, the marginally employed are the first to lose their employment status.



TABLE 5-6  
ATTRACTIVENESS OF VARIOUS JOBS  
Percentage Who Say Each is not at all Attractive by Age and Sex

JOB	MALES					FEMALES				
	16-19 Years	20-24 Years	25-34 Years	35-44 Years	45-54 Years	16-19 Years	20-24 Years	25-34 Years	35-44 Years	45-54 Years
Physical work.....	12	19	18	21	19	33	33	37	39	45
Factory work.....	56	66	68	68	57	70	75	72	74	74
Work out of city.....	31	30	38	48	56	53	62	77	83	85
Sales.....	52	55	52	60	58	28	45	49	42	44
Government work.....	24	26	27	25	30	14	19	16	24	28
Self-employed.....	14	9	11	15	23	28	31	32	29	29
Assembly line.....	72	81	84	84	79	80	89	82	84	85
Secretarial.....	78	84	89	86	87	40	38	35	36	48
Maintenance.....	44	55	50	44	43	76	80	82	82	79
Professional work.....	21	16	22	28	50	20	27	26	32	49
Mining.....	80	84	87	90	91	96	99	97	99	99
Union work.....	41	54	59	65	71	57	58	68	75	77
Local Initiatives Project (L.I.P.).....	25	26	39	44	50	23	23	24	32	39

The questionnaire included a list of various occupations which respondents were asked to assess in terms of the degree of attractiveness each held for them. The results are presented in Table 5-6.

It appears that for males of all ages 'physical work' is not viewed as distasteful, nor is the idea of being self-employed, although the latter has more appeal for working males younger than 45.<sup>1</sup> This is also true of professional work. Younger males find "work out of the city" to be more appealing than do 35 to 54-year-old men. Government jobs are viewed equally by men of all age groups. Local Initiatives Projects are preferred by more 16 to 24-year-old males than older ones, and union work is more tolerable to 16 to 19-year-olds than to others.

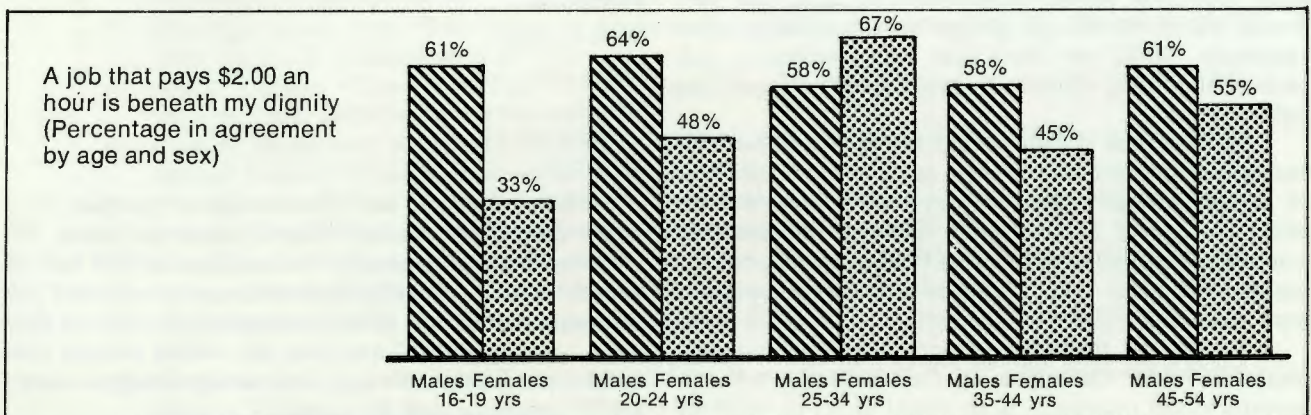
For females younger than 34, government work held the greatest appeal, followed by Local Initiatives Projects and professional work. The 16 to 19-year-old females were less negative than older women in their attitude towards sales. Factory work, assembly-line jobs and mining were considered exceptionally unattractive employment by both sexes of all age groups. Such job

selectivity as outlined poses difficulties for employers trying to fill vacant positions, and of course has resultant implications for unemployment and job-vacancy rates.

It has often been stated that an enriched pay cheque will be a panacea for undesirable jobs, and that high wages can salve the ills of discontented workers. The survey attempted to assess the extent to which this notion may be justified by the inclusion of several related questions. Respondents were first asked if they would be willing to take any job at all if they were paid a minimum of \$7 per hour. The majority of all respondents, in all age groups, said they would not. Disagreement was somewhat stronger for people over 20 years of age (67 per cent) than for those under 20 (55 per cent).

Examining the role of salary from a different angle, respondents were asked whether they felt a job that paid \$2 an hour was beneath their dignity. The results indicate that, over-all, youth below 19 years of age were less likely to agree that it was, but interesting variations emerged when responses of males and females were compared (see Chart 5-3).

CHART 5-3



<sup>1</sup>It should be noted that, generally, 16 to 19-year-olds appear to be less repelled by all types of jobs and are more willing to experiment in their jobs. In this context, please see section on "OFY Participants and the Work Ethic Survey."



It is clear from this chart that the youngest age groups' greater acceptance of such a wage is due to the higher proportion of females who find this salary tolerable. Males 16-19 years of age as well as males in older age groups were dissatisfied with this salary level. Females, on the other hand, varied greatly across age groups in their expressed acceptance of this level of pay.

When asked whether they would work for anybody if they had to, respondents under 19 years and those over 45 were the most agreeable, (32 per cent and 39 per cent respectively), but again the preference of the majority of all respondents was clearly to have some choice in accepting jobs and/or employers.

Workers under 34 years also demonstrated greater flexibility in terms of taking jobs other than those they were specifically trained for (74 per cent as compared with 62 per cent for older workers). This is likely due in part to salary and seniority considerations of older respondents, and to job-search behaviour of youth. However, young people below the age of 24 were more insistent that whatever job they took would have to be one they enjoyed doing (63 per cent compared with 49 per cent of those over 24 years).

#### *Attitudes Towards Unemployment Insurance*

Attitudes towards collecting unemployment insurance were tested several ways. Three questionnaire items are of particular interest, however, in examining differences among age groups.

Respondents were asked whether they agreed or disagreed they would rather collect unemployment benefits than work for the minimum wage. Few agreed that they would, and the 16 to 19-year-olds were by far the least likely to do so. Only 14 per cent of this age group agreed that they would rather draw insurance than work for the minimum wage. This compared with 33 per cent of 20 to 24-year-olds, 37 per cent of 25 to 34-year-olds, and 31 per cent of those over 34. Across all age groups, however, females showed a greater tendency to accept unemployment insurance in preference to the minimum wage than did males.

A second question inquired as to whether people expect to collect unemployment insurance if they quit their jobs. Young 16 to 19-year-old males were less likely than their female counterparts to agree that they would, but across all age groups there was fairly equal agreement (60-65 per cent) that being without a job because of quitting voluntarily was grounds for requesting public assistance.

When asked if they would feel guilty about collecting unemployment insurance, again about 60 per cent of all age groups indicated they would not. Women under the age of 24 were more likely to indicate they would feel guilty than did men of this age group; but for respondents older than 24, male and female opinions were much alike.

It appears, then, that young people are not dissimilar to older Canadians in their attitudes towards unemployment insurance. Both would prefer to work for

the minimum wage than to draw benefits, but both also feel that drawing benefits is nothing to be ashamed of, and that in fact, they are entitled to public assistance if they choose to leave their jobs.

#### *OFY Participants\* and the Work Ethic Survey*

Given the unique "structure" that typifies OFY project activity (i.e., minimal degree of structure that is imposed on project operation), we are led to wonder how participants would view "work" in the more accepted sense and the degree of satisfaction they might expect to derive from it. In order that this evaluation be timely it has been limited to presenting a rather crude overview of the findings with the expectation that further exploration of the available data may be undertaken in subsequent analytical studies.

Given the above-average education of the sampled OFY youth group, it is not surprising to find them somewhat less attracted to unskilled or semi-skilled work and more attracted to professional and/or technical areas of competence than respondents in the national Work Ethic sample (see Table 5-7).

TABLE 5-7  
ATTRACTIVENESS OF VARIOUS JOBS:  
PERCENTAGE WHO SAY EACH IS NOT  
AT ALL ATTRACTIVE  
(National Work Ethic Sample and OFY Sample)

In terms of the type of work that you would prefer, how attractive is each of the following forms of work to you?	Would not find it at all attractive	
	National Work Ethic sample	OFY participant sample
Physical work.....	24	23
Factory work.....	70	86
Sales.....	53	54
Work for the government.....	26	15
Work for yourself.....	20	10
Assembly line.....	85	88
Secretarial.....	71	73
Maintenance.....	58	72
Professional.....	29	6
Work in a mine.....	91	87
Union work.....	65	50
Work in a small group like OFY project or L.I.P.....	39	3

When asked to identify the type of problem they might expect to have in finding a job *in the future*, the OFY youth group generally referred either to their lack of specific skills or working experience or to expected job shortages in their line of work. Only 1.8 per cent felt they were "over-qualified" and that this would present job-seeking problems; some 3 per cent admitted they wouldn't know "where to look for a job."

\*The Opportunities For Youth (OFY) data reported here are from a separate survey conducted by the Dept. of Manpower and Immigration. Several questions from the Work Ethic Survey were incorporated into the OFY study as a basis for comparison.



Like Canadians generally, OFYers rank "family" above all else in terms of their feelings of commitment: similarly, they rank "friends" second and "work" third on their priority listing. The youth of both surveys derive personal satisfaction more often from their "friends"—whereas the older population ranked "family" before "friends" as the principal source of satisfaction. Both groups ranked "work" third.

The attitudes of OFYers toward *certain* aspects of work differ little from those of the general population, but there are areas of divergence (Table 5-8). This can be accounted for by the understandable unwillingness of youth to want to commit themselves to one particular job at this point in their career development.

TABLE 5-8  
ATTITUDES TO WORK OF OFY PARTICIPANTS  
AND THE NATIONAL WORK ETHIC SAMPLE  
(percentage in agreement)

Statement	National Work Ethic sample	OFY participant sample
I am unwilling to settle down in a permanent job at this time.....	33	60
I am the kind of person who likes to stay at one job forever.....	50	21
I won't want the same job for life.....	54	71
I am not ready for a long-term commitment to a job.....	33	57
There is an atmosphere of welfare for anybody who wants it in this country..	82	62
I don't mind being unemployed for a while.....	40	53
Being unemployed would drive me mad..	66	49
I like competition in my work.....	80	59
Earning a good living is the most important thing to me.....	71	48
Owning a house is a measure of a person's success.....	52	27
I won't work for a female boss.....	23	7
A woman's place is in the home.....	57	18

Perhaps not surprisingly the OFY youth group expresses more ready acceptance of today's income security provisions and of the expanding economic role of women in society. The responses also suggest that youth's yardstick for "success" is a little less materialistic than that of the general population.

It was noted earlier that OFYers ranked "work" third (behind "friends" and "family") in terms of feeling committed to something and deriving personal satisfaction from it. However, although work continues to be legitimized by monetary and various fringe benefit rewards, "salary" was ranked fifth in importance as an

aspect of the ideal job (behind "a chance to use my talent or ability fully;" "interesting work;" "a chance to be of service to other people;" and "a sense of accomplishment."

The importance attached (by OFYers) to "higher order" needs and non-material rewards is further evidenced by the way they prioritize the three "most important things" in their life: "friends" and "family" always received a mention—whereas "house"; "property"; or "clothes" were referred to by fewer than 10 per cent of participants and "money" was ranked among the top three items by only 30 per cent of this youth group.

What emerges then from this cursory look at the attitudes of the OFY youth group is an orientation toward work that is in many respects similar to that of the general population. What differentiates these youth from the general population to some degree is the added importance they attach to non-material rewards.

### Young Workers and the Quality of Employment — Earlier Findings

The importance of age in determining the state of job satisfaction was apparent from the findings of the American Survey of Working Conditions. Both in 1969 and in 1973 it was discovered that younger workers, particularly those under the age of 21, were less satisfied with the quality of their working conditions than were older workers. In fact, age turned out to be the strongest demographic predictor of job satisfaction or dissatisfaction. Similarly, a large scale survey looking at blue-collar workers in America found that employees under the age of 29 were significantly more inclined to hold negative attitudes towards their jobs.

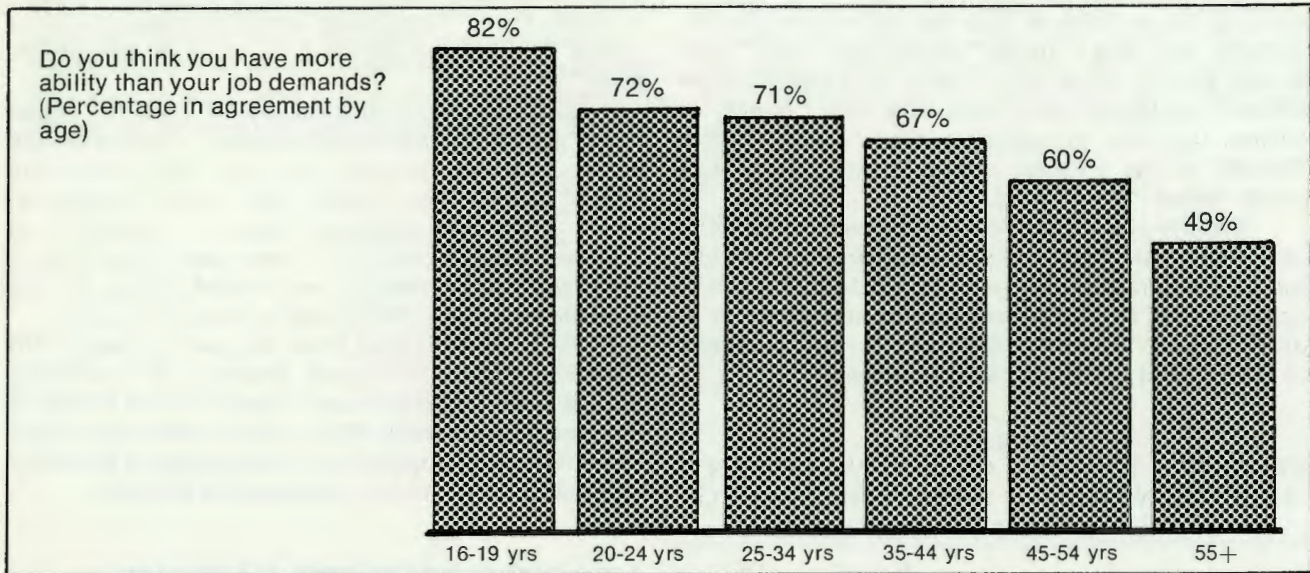
While a number of large scale social surveys have been conducted in the U.S., the attitudes of Canadian workers have not been studied to the same extent. Nevertheless, there is some evidence to suggest that certain broad changes have been occurring either in the perceptions of job holders or in the technical aspects of jobs themselves—or both.

The 1974 Canadian Gallup Poll data repeated questions originally posed in 1967. Comparing answers reveals some interesting discrepancies. Whereas in 1967 there were no statistically significant differences by age in persons regarding themselves as being "the right man or woman in their job," in 1974 differences in attitudes clearly manifested themselves. Only 57 per cent of those under the age 30 definitely agreed that they were right for their position; as compared with 69 per cent of the 30-49 year age group; and 75 per cent of the over 50 group.

The following chart, illustrating workers' responses when asked if they feel they have more ability than their job demands, supports the interpretation that the relatively greater dissatisfaction of younger persons is at least in part attributable to the greater likelihood that they view themselves as over-qualified for their positions.



CHART 5-4



## The Survey of Job Satisfaction

### *The General Job Satisfaction of Young Workers*

Additional evidence concerning the mismatch between jobs and expectations can be obtained from the Job Satisfaction Survey. Young persons between the ages of 15 and 19 were the least likely to feel that their current job measured up to their initial expectations, and nearly one in three indicated that the job was not very much like what they wanted.

Age of respondents made significant differences in the type of work they said they would take if given a free choice. When asked if they would remain in their current job, enter a different one, or not work at all, *more than one-half* of the 15 to 19-year age group (particularly the males) opted for another job—between the ages of 20 and 34, the proportion dropped to one in three, and for older groups to less than one in four.

Very few persons of any age group selected the option of retiring or not working. As expected, the percentage of workers indicating a desire to retire or not work was highest, about 15 per cent, in the 45-64 age group. This option appealed to only 6 per cent of the individuals between 20 and 44 years, and to a mere 3 per cent of the 15-19 year olds.

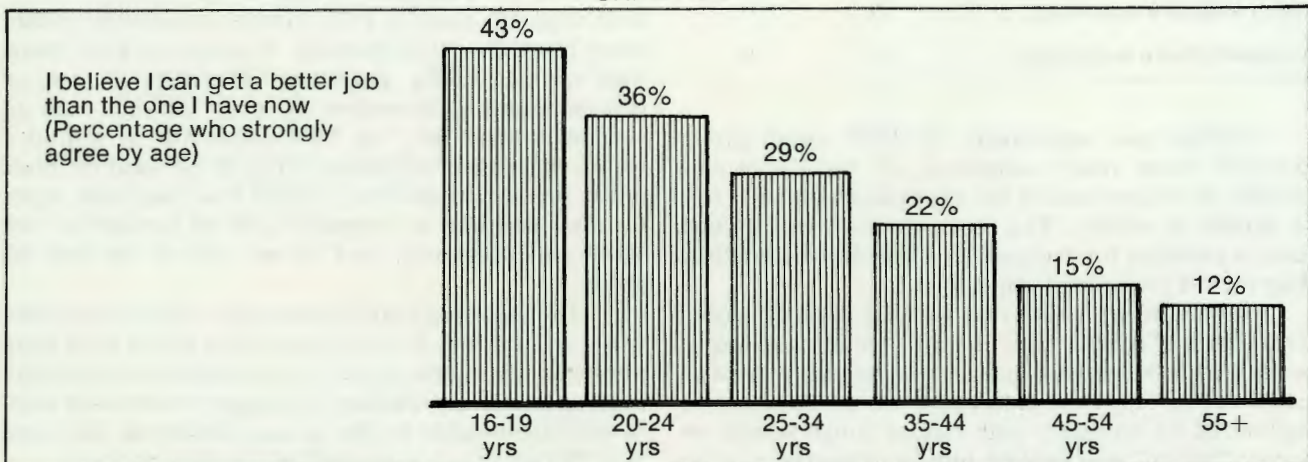
It was found that the lesser degree of enjoyment younger people experienced in their jobs was not matched by a pessimistic outlook about the labour market as a whole. As Chart 5-5 indicates, younger persons were more inclined to believe that they could get a better job than the one they actually had.

### The Importance of Job Aspects to Young Workers

#### *The Importance of Intrinsic Job Aspects<sup>1</sup>*

It has been asserted that today's youth are less concerned than are their elders with the economic aspects of

CHART 5-5



<sup>1</sup> Respondents to the Job Satisfaction Survey were asked to think abstractly of an 'ideal' job. They were then asked to indicate how important each of several dimensions would be to them in that job. It must be made clear to the reader that the importance assigned here is not similar to that referred to earlier in the analysis of the Work Ethic Survey data. There particular reference was made to the importance of various aspects of jobs in motivating one to actually switch to a new job.



work and are more inclined to focus on intrinsic features. As one business writer advanced "Today's junior managers reflect the passionate concerns of youth in the 1970's — for individuality, openness, humanism and change"<sup>1</sup> — these features of work are perhaps best captured by the challenge factor in the Job Satisfaction Survey. Looking at the importance assigned to the eight factors in the survey, it appears that the data only partially support this current stereotype (see Table 5-9).

TABLE 5-9  
AVERAGE IMPORTANCE SCORES  
PER FACTOR\*  
BY RESPONDENT'S AGE

	Age				
	15-19	20-24	25-34	35-44	45-64
<b>INTRINSIC FACTORS:</b>					
Supervisor and supervision	3.48	3.39	3.29	3.34	3.44
Challenge and growth.....	3.07	3.26	3.36	3.27	3.37
Promotional Opportunities	3.43	3.37	3.30	3.25	3.30
Non-human resources to do job.....	3.65	3.53	3.56	3.56	3.67
Human resources to do job	3.44	3.37	3.29	3.32	3.41
<b>EXTRINSIC FACTORS:</b>					
Financial considerations....	3.31	3.31	3.25	3.31	3.35
Personal relations on the job.....	3.38	3.34	3.12	3.04	3.14
Comfort and convenience of job.....	3.07	2.83	2.79	2.82	3.09

\*Note: Range is 1.00—4.00: 1=not at all important; 2=not too important; 3=somewhat important; 4=very important

For the most part, Canadian workers of all ages believed each of the indicated factors to be important characteristics of an ideal job. Younger age groups did not appear to be any less concerned than older ones

with the financial aspects of jobs,<sup>2</sup> but they did tend to place less emphasis on the challenge the jobs provide.

To further explore the possibility that there are differences in Canadians' aspirations towards the qualitative aspects of work, an index was constructed whereby the average importance assigned to the five intrinsic factors was divided by the average importance assigned to the three extrinsic factors—the larger the resulting number, the greater the relative importance of intrinsic as opposed to extrinsic aspects. Table 5-10 presents the results of this operation.

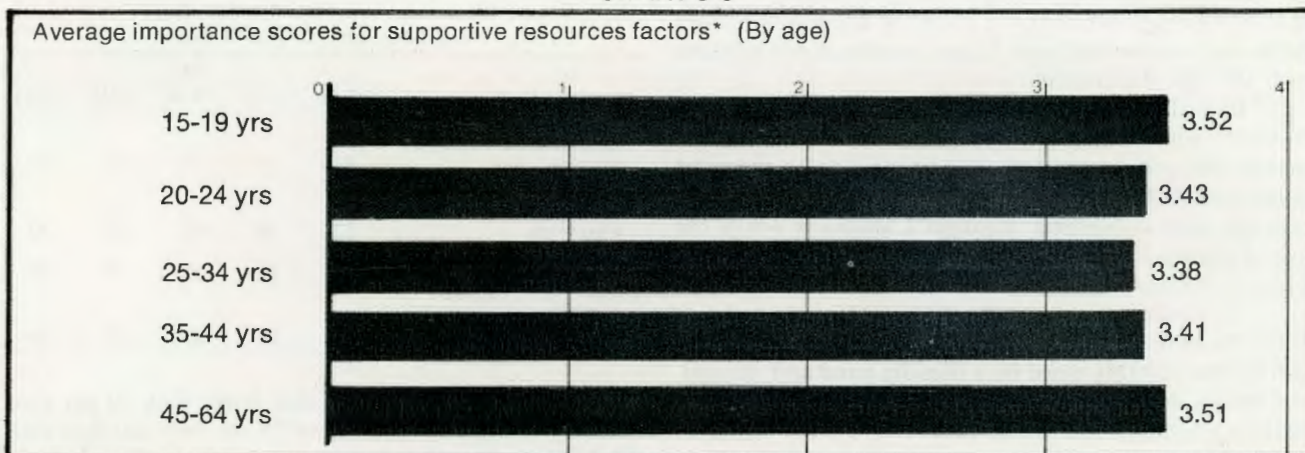
TABLE 5-10  
INDEX OF INTRINSIC IMPORTANCE DIVIDED  
BY EXTRINSIC IMPORTANCE

Respondent's age	Index score
15-19	1.05
20-24	1.07
25-34	1.10
35-44	1.09
45-64	1.08

There does not seem to be any particular tendency by younger Canadians to place more value on intrinsic rather than extrinsic aspects of work. Indeed the lowest index score was evidenced by 15 to 19-year-olds who, despite the greater importance they placed on several intrinsic job qualities, also expressed relatively greater concern over all three extrinsic aspects of work.

Chart 5-6 demonstrates that 25 to 34-year-old workers placed the least importance of any age group on supportive resources i.e. quality of supervision, and adequacy of human and non-human resources to do the job. This is possibly an indication of career mobility and its influence on heightening the desire for self-reliance. This is further supported by their lesser interest in such extrinsic features as friendliness of co-workers, and job security. By contrast, teenaged workers, because of their relative inexperience, greatly value supportive resources. The chart below is based on the calculated average ob-

CHART 5-6



\*Note: Range is 1.00—4.00: 1=not at all important; 2=not too important; 3=somewhat important; 4=very important

Three separate factors are included in this average: (i) supervisor and supervision, (ii) adequacy of non-human resources to do job, and (iii) adequacy of human resources to do job.

<sup>1</sup>See Gooding (43), p. 101.

<sup>2</sup>The distinction between the Work Ethic Survey probe which asks respondents how important a particular job aspect would be to them in considering a new job, and the Job Satisfaction query which asks how important that aspect would be in an ideal job, can be illustrated with respect to this point. Young respondents to the Work Ethic Survey were less willing to *switch jobs* for pay alone, while young Job Satisfaction Survey respondents expressed the same concern with pay as did older age groups in relation to an abstracted or *ideal job*.



tained by combining the three supportive resources factors—quality of supervision, adequacy of human resources, and adequacy of non-human resources — and illustrates the discrepancies by age group.

A final point relating to the importance of intrinsic job factors concerns promotional opportunities. As would be expected young workers, particularly those below the age of 24, are most concerned with advancement.

#### *Importance of Extrinsic Job Aspects*

Turning to the importance of the extrinsic work factors—financial considerations, personal relations, and the comfort or convenience of work—the data are fairly straightforward. As Table 5-9 indicates, financial considerations are equally important to all age groups, but do show a slight variation with respect to the 25 to 34-year-olds. Examining the component items of the financial factor does however reveal differences in the responses to particular items (see Table 5-11).

TABLE 5-11  
COMPONENTS OF THE  
'FINANCIAL CONSIDERATIONS' FACTOR\*  
(Average Importance Scores per Item by Age Group)

Item	Age				
	15-19	20-24	25-34	35-44	45-64
The pay is good.....	3.26	3.37	3.38	3.31	3.34
The job security is good.....	3.44	3.43	3.28	3.41	3.53
My fringe benefits are good	3.22	3.12	3.08	3.21	3.19

\*Range is 1.00—4.00: 1=not at all important; 2=not too important; 3=somewhat important; 4=very important

Table 5-11 illustrates that although 25 to 34-year olds value job security and fringe benefits less than do other age groups, they place greater importance on salary—possibly reflecting the demands made on income by such considerations as having a family or buying a home. It is interesting, too, that the youngest age group should be as much concerned with fringe benefits as are workers over the age of thirty-four.

In evaluating the importance of convenient journey to work, good hours, and freedom from conflicting demands, the youngest age group appeared to be the most concerned with these aspects of work and 25 to 34-year-olds the least concerned. Younger Canadians below the age of twenty-four also placed more importance on good personal relations on the job.

This latter result can be interpreted in two ways. First, the initial transition from school to the labour force can be considerably eased by a friendly hand and, second, the results may reflect the anti-authoritarian nature of today's youth. In the Work Ethic Survey, for example, young people were slightly more apt than older ones to disagree with the statements "I want a boss who is strict," and "I like a job where I'm carefully supervised all the time."

## Young Workers' Satisfaction with Job Aspects

### *Satisfaction with Intrinsic Job Aspects*

Having discussed what aspects are considered by various age groups to be important in an *ideal* job, the analysis now turns to how satisfying these aspects are in the *actual* jobs held by the survey's respondents. Table 5-12 presents the average satisfaction scores obtained by each age group on each of the eight factors.

TABLE 5-12  
AVERAGE SATISFACTION SCORES  
PER FACTOR\*  
BY RESPONDENT'S AGE

	Age				
	15-19	20-24	25-34	35-44	45-64
INTRINSIC FACTORS:					
Supervisor and supervision	3.16	3.04	2.92	2.97	3.11
Challenge and growth.....	2.63	2.70	2.83	2.90	3.02
Promotional opportunities	2.73	2.64	2.51	2.60	2.64
Non-human resources					
to do job.....	3.28	3.07	3.11	3.13	3.27
Human resources to do job	3.26	3.10	3.03	3.06	3.15
EXTRINSIC FACTORS:					
Financial considerations....	2.79	2.81	2.93	2.94	3.00
Personal relations					
on the job.....	3.28	3.22	3.13	3.06	3.17
Comfort and convenience					
of job.....	2.93	2.79	2.83	2.89	3.07

\*Range is 1.00—4.00: 1=not at all satisfied; 2=not too satisfied; 3=somewhat satisfied; 4=very satisfied.

Examining first the challenge and growth factor, it appears that all age groups are relatively dissatisfied with the extent to which this is present in their current jobs. It is also clear that the younger a worker is, the less content he or she is likely to be. By looking at the components of this factor, a more precise picture may be drawn of the areas of concern (see Table 5-13).

TABLE 5-13  
COMPONENTS OF THE  
'CHALLENGE AND GROWTH' FACTOR  
(Percentage Who Are Very Satisfied  
With Each Item, By Age Group)

Item	Age				
	15-19	20-24	25-34	35-44	45-64
I have an opportunity to develop my own special abilities.....	33	35	37	43	47
I am given a lot of freedom to decide how I do my own work.....	32	30	45	44	50
I am given a chance to do the things I do best.....	18	19	28	33	38
The problems I am expected to solve are hard enough.....	21	20	25	30	36

From this data we see that fewer than 20 per cent of individuals below the age of 24 are very satisfied with the opportunities they have to do the things they do best. As the age of the respondents increases, this percentage rises steadily from about 30 per cent for 25 to 34-year-olds to nearly 40 per cent for individuals over 44. Similar re-



sults are obtained when questioned about being given enough freedom to do the job, and being challenged by the tasks that are assigned. Only about one person in five in the 15 to 24-year age category was very satisfied with the difficulty of problems he or she was expected to solve; but the proportion rose to more than one in three individuals in the 45 to 64-year age group.

The pattern of responses is more complex, however, for the remaining intrinsic factors. The 15 to 19-year-olds are, generally, the most satisfied with the quality of the supervision they receive, with the competence and helpfulness of their co-workers, and with the equipment and information available. Most closely resembling the 15 to 19-year age group are the 45 to 64-year-olds who express a similar degree of satisfaction.

In contrast to this, the 25 to 34-year age group appears to be the least satisfied with both the supervisory and the human resources factors, and are second lowest in their average satisfaction with the adequacy of non-human resources available to help them to do their jobs. In this latter case, the 20 to 24-year-olds proved to be the least satisfied, and were particularly concerned with the lack of information they received.

By again combining the three supportive resources factors into a single index, this time based on average satisfaction rather than importance scores, the relatively lower satisfaction of the 25 to 34-year age group can be illustrated (Chart 5-7).

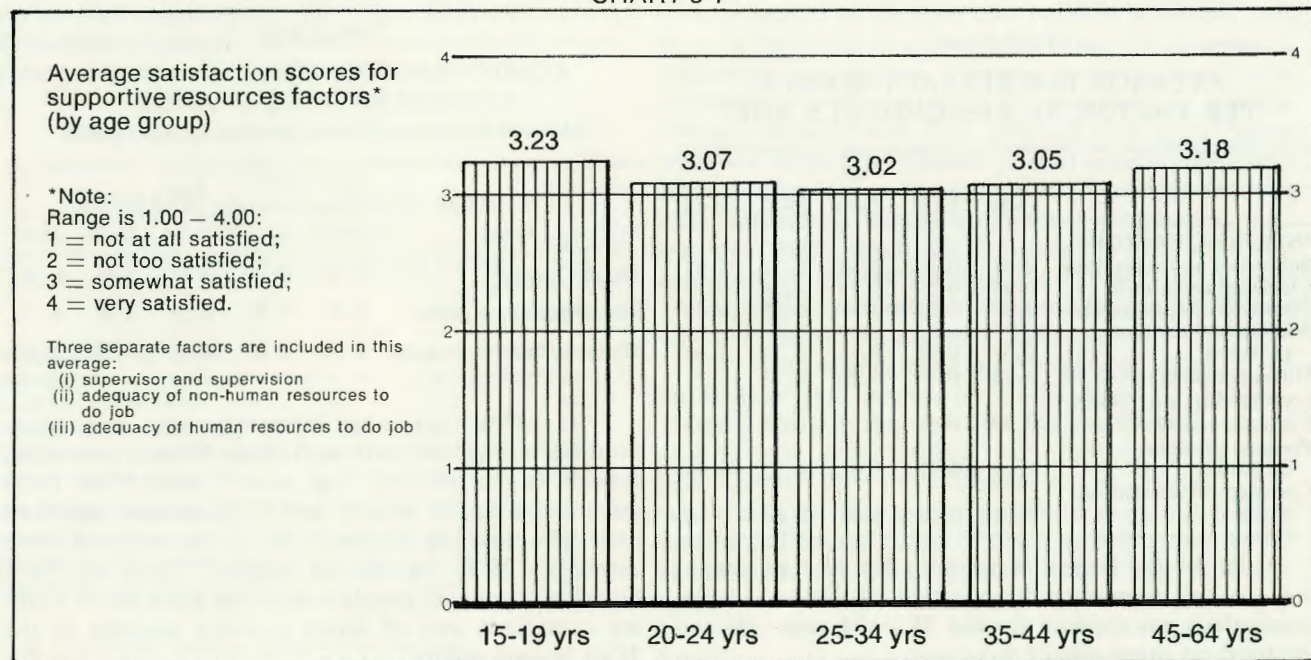
It would seem that in stable situations, where job demands are relatively well-defined, satisfaction with co-workers, supervision, and information is highest. On the other hand, satisfaction is lowest for the group that is most likely to occupy an intermediate station in terms of authority and responsibility.

The final intrinsic feature of work that was dealt with by the Job Satisfaction Survey was promotional opportunities. Again the results are interesting in that the least satisfied group, in both the over-all factor and its component items, is not the teenaged segment but rather the 25 to 34-year-olds. Only 18 per cent of this group were very satisfied with their chances for promotion, as compared with 28 per cent of the 15 to 19-year-olds. In fact, few of the workers over 25 years—about one in five—were very content with their promotional opportunities. This probably reflects an underlying tension resulting from the fact that many persons in this age group have decided on careers—according to the Work Ethic Survey something that most Canadians desire—while at the same time seniority barriers and the structure of jobs combine to limit the rate of advancement relative to expectations.

#### *Satisfaction with Extrinsic Job Aspects.*

An examination of the satisfaction scores assigned to the three extrinsic job factors reveals further variations among the age groups. As Table 5-12 shows, satisfaction with financial considerations is related directly to age—that is, as age increases so does the level of satisfaction. This pattern holds true for all three components of the financial considerations factor—i.e. salary, job security, and fringe benefits. In response to the statement “the job security is good,” for example, 17 per cent of the 15 to 19-year-olds indicated that they were not at all satisfied with their job security, as compared with about 15 per cent of the 20 to 34-year category, 13 per cent of the 35 to 44-year group, and 11 per cent of the 45 to 64-year-olds.

CHART 5-7





The most likely explanation for this pattern is related to the jobs held by the respondents, and to the stage at which they are in their careers. Salary, job security, and fringe benefits depend partly on the duration of one's employment. The relative lack of security young people often face in their jobs is reflected in their somewhat greater desire for it. In this respect, the current emphasis placed by social commentators on the assumption that youth care much more about the quality of working life than about financial rewards would seem to be somewhat misleading.

From the data it also appears that teen-aged members of the labour force are relatively content with the personal relations, and comfort and convenience aspects of their jobs. Satisfaction with the friendliness of co-workers and supervisors seems to decline with age, particularly during the years when careers are developed. Young Canadians between the ages of 20-24 years, and to a lesser extent the 25 to 34-year-olds, were the least satisfied with the comfort and convenience of their jobs, possibly reflecting a lower tolerance by these groups to accept jobs that are viewed as arduous or undesirable.

#### A joint consideration

Following the pattern established in the chapter on the "National Dimension," the analysis will be directed towards a joint consideration of the importance and satisfaction ratings assigned by respondents to specific jobs characteristics. To achieve this, "discrepancy scores" were calculated by subtracting the satisfaction ratings from the corresponding importance ratings on various factors and items. The higher the score, the more the actual job characteristic fell short of what was considered ideal. Negative scores indicated that the actual characteristics more than met worker's aspirations. The results are presented in Table 5-14.

TABLE 5-14  
AVERAGE DISCREPANCY SCORES  
PER FACTOR BY RESPONDENT'S AGE

	Age				
	15-19	20-24	25-34	35-44	45-64
<b>INTRINSIC FACTORS:</b>					
Supervisor and supervision	0.32	0.35	0.38	0.37	0.33
Challenge and growth	0.48	0.57	0.53	0.36	0.35
Promotional opportunities	0.70	0.73	0.79	0.65	0.66
Non-human resources to do job	0.37	0.46	0.45	0.43	0.40
Human resources to do job	0.18	0.27	0.26	0.26	0.26
<b>EXTRINSIC FACTORS:</b>					
Financial considerations	0.52	0.50	0.32	0.37	0.35
Personal relations on the job	0.10	0.12	-0.01	-0.02	-0.03
Comfort and convenience of job	0.14	0.04	-0.04	-0.07	0.02

By far the largest discrepancy for all age groups was in the promotional opportunities factor. It was particularly pronounced for the 25 to 34 year-olds and declined on either side of this group.

The discrepancy scores obtained on the challenge factor reveal 20 to 24 year-olds, and 25 to 34 year-olds, as being the groups for which current jobs least meet aspirations. Teen-aged respondents are somewhat less concerned with challenge than those between 20 and 34 years of age, but are more disturbed by their financial situation.

Persons between the ages of 20 and 44 were most apt to feel that the extent to which their jobs actually provided supportive resources (i.e. adequate supervision, and human and non-human resources) was significantly below the ideal level.

The essential point that emerges from an examination of the discrepancies between ideal and actual job situations is the relatively greater extent to which the aspirations of Canadians between the ages of 20 and 34 are not being met in terms of intrinsic work features. As this segment of the labour force continues to grow their demands will probably become more vocal.

It appears that the aspirations of all age groups regarding relations with co-workers and the comfort and convenience of work are relatively well met. The largest discrepancy scores on these factors were manifested by the 15 to 19 and the 20 to 24-year age groups, but even these were considerably lower than the scores for the intrinsic factors.

In contrast to comfortable work and good co-worker relations, the financial aspects of work were likely to be considered deficient. The largest discrepancy with respect to this factor was manifested by the teen-aged component of the labour force while, over-all, 25 to 34-year-olds appear to be the least concerned.

This relationship, however, varies somewhat when the components of the financial considerations factor are examined independently, as Table 5-15 illustrates.

TABLE 5-15  
COMPONENTS OF THE 'FINANCIAL  
CONSIDERATIONS' FACTOR  
(Average Discrepancy Scores per Item by Age Group)

Item	Age				
	15-19	20-24	25-34	35-44	45-64
The pay is good	0.54	0.56	0.49	0.41	0.39
The job security is good	0.47	0.49	0.25	0.39	0.32
My fringe benefits are good	0.51	0.40	0.23	0.29	0.29

It is clear that as age increases, wages and aspirations fall more in line with each other. What is interesting though, is the relatively high scores youth from 16-24 years assign to job security and fringe benefit aspects of their jobs, and the relatively low scores assigned these aspects by 25 to 34-year-old workers. These may be a function of younger people's desire for more stable working conditions and of career mobility patterns of the 25 to 34-year group.



## Summary

In this chapter analysis has been directed at discovering what similarities and differences exist between the work values of younger and older Canadians. In general it is possible to say that the surveys have pointed to the greater importance young people placed on peer groups and friendly co-workers. Young workers were less satisfied than older workers, over-all, with the extent to which their current jobs met their expectations, and indicated a greater desire to change jobs. They were also more optimistic about the possibility of getting better employment.

Both young and older Canadians viewed work as being the primary means of attaining success. The differences between age groups lay not in the importance they placed on work, but on the relative emphasis they placed on friends and family; younger persons more often considered friends to be the key to self-fulfilment and a means of attaining personal goals, while older persons more frequently felt that family provided these rewards.

Although the majority of workers of all ages considered themselves to be very conscientious employees, younger workers were somewhat less likely than older ones to describe themselves in such terms.

Commitment to the family was of primary importance to all age groups; but for those under the age of 25, commitment to friends was secondary while for those older than 25, commitment to work was secondary. Young people also demonstrated a weaker commitment to specific jobs and employers than did other age groups, and their desire to change jobs was much greater. Without the constraints of spouse, family or home ownership, young people were the most likely to change employment and indeed had a higher incidence of unemployment than did older persons.

The vast majority of young people under the age of 19 indicated a desire for 'career' jobs. For older groups there was a sharp increase in the number who felt they already were in such jobs, or else who had abandoned their aspirations for careers. It appeared that young, career-oriented workers were more likely to change jobs than were their older counterparts.

Young workers appeared to be somewhat less selective about the types of employment they would take. All age groups preferred to have a choice in determining what type of jobs they would take, but older workers did not express as great a degree of flexibility as did younger ones.

In assessing attitudes towards unemployment insurance, it became clear that the opinions of persons of all ages were quite similar. Few preferred unemployment

insurance to the minimum wage, but a majority of respondents felt that quitting a job was reason enough to collect benefits. An equal proportion indicated that they would not feel guilty about collecting.

When asked what single factor would be most important in inducing them to change jobs, 16-19 year olds placed equal stress on salary, advancement, interesting work, and the opportunity to use their talents. As age increased, there was a tendency to place greater emphasis on the level of income.

In describing their ideal job, young workers emphasized the importance of supportive resources, good personal relations, and having pleasant and convenient work. Salary was least important to them. The 25 to 34-year-olds, on the other hand, de-emphasized personal relations and pleasant working conditions and placed greater importance than other age groups did on challenging, well-paid jobs. Although it is difficult to establish a trend, over-all it appeared that in abstracting from actual jobs to what Canadians viewed as an ideal situation, the importance of intrinsic relative to extrinsic job aspects increased with age.

A generally similar situation presented itself in terms of the satisfaction that respondents of different ages derived from their current jobs. Nevertheless, certain discrepancies were apparent.

The actual jobs held by Canadians appeared to be relatively dissatisfying to all age groups in terms of the challenge they presented, but this was especially true for 15 to 24-year-olds. The 15 to 19-year-old component of this group was also the least satisfied with the financial aspects of their work. It appeared that satisfaction with financial considerations was directly related to age—that is as age increased so did this satisfaction.

In terms of supportive resources available to them in their jobs, 15 to 19-year-olds were the most satisfied and 25 to 34-year-olds the least satisfied. Generally, this group (the 25 to 34-year-olds) was found to be the least satisfied of all workers with all intrinsic aspects of their jobs.

In assessing the match between actual jobs and workers' aspirations, it became clear that for all age groups promotional opportunities presented the greatest difficulty. Actual jobs fell short of the desires of 20 to 34-year-olds on most intrinsic aspects, and of 15 to 19-year-olds on personal relations and on comfortable, convenient work.

Financial aspirations of workers below 24 years of age were also relatively poorly met. This was due not so much to the importance they attached to pay in describing an ideal job, but rather to their relatively greater dissatisfaction with their actual salaries.



## CHAPTER 6:

### WOMEN AND THE LABOUR FORCE

A major difference in the life style of women today, as compared with that of their grandmothers, is the increased role of paid employment outside the home. The percentage of women participating in the labour force rose from 20 per cent in 1921, to 24 per cent in 1951, and, dramatically, to 40 per cent in 1973.<sup>1</sup> In that year, females in full or part-time jobs accounted for more than one-third of the labour force.

Several economic and social factors have strongly contributed to this increase in female participation. The demand for a higher standard of living has been particularly significant in encouraging married women to enter the labour force in order to supplement family income and enhance purchasing power. Current economic inflation may further encourage this tendency.

Industrialization and urbanization have together been responsible for increasing the number of jobs available to women; such growth has been concentrated in "white collar" occupations such as clerical, sales, and service, in mass production industries, and in recreation.

Technological advances have encouraged women to become consumers of household goods, such as foods and clothing, which they would formerly have produced themselves. Labour-saving devices such as washing machines and vacuum cleaners have freed women from much of the drudgery of household chores, thereby increasing the time available for leisure activities or paid work outside the home.

Average educational levels of women and men have been increasing. It has been found that "other things being equal (i.e. child status, residence, age, husband's education), a better educated woman is more likely to be in the labour force than one who is less well educated."<sup>2</sup> It also appears that education influences number of children, marriage age, and occupational choice. As female education levels rise, their family size declines, they tend to marry at a later age,<sup>3</sup> and they are more likely to be employed in better paying, more satisfying jobs. The predominance of smaller families has also facilitated the entry of women into the labour market.

There has been a shift in the social attitudes towards working women, in particular working mothers.

The women's liberation movement is one reflection of this, and may be seen as both a result and a cause of changing opinions. Both men and women appear to object less to women's participation in the labour force. Such acceptance of females into the mainstream labour force is evidenced through such recent developments as maternity leave coverage under unemployment insurance, tax-deductible child-care expenses, and human rights legislation regarding discrimination by sex. These measures serve to ease some of the difficulties women already in the labour force have encountered, and to facilitate the entry of those who previously may have considered the obstacles too great.

The combinations of factors that prompt individual women to seek paid employment are, doubtless, many and varied; but it is amply clear that more females than ever are entering the labour force. It is of particular interest, then, to trace the work values of this growing class of employees.

The Work Ethic and Job Satisfaction Studies undertook to examine these work values along several lines. First, from the Work Ethic Study results, a general overview of female and male Canadians' attitudes towards working women is presented, and interesting variations in these opinions are indicated, particularly among different age and education groups as well as between women and men. The specific values of women as they relate to reasons for working, commitment to job and family, and the aspects considered most important in jobs are then examined and compared with those of men. Women's attitudes towards unemployment and their future intentions regarding labour market participation are also discussed.

The Job Satisfaction Survey, investigating more specifically what workers look for in jobs, details what women believe to be most important in an ideal job, and to what extent their current jobs fulfill their aspirations.

Although there are several variations between women's and men's assessments in these areas, the extent to which their opinions are similar is greater than might have been expected.

The traditional role played by males in society pre-

<sup>1</sup>*Labor Force By Marital Status and Age Group*, 1971 Census of Canada, Statistics Canada #94-785.

<sup>2</sup>See *Women Who Work* (123).

<sup>3</sup>See *Trends and Factors of Fertility in Canada* (121), p. 262.



supposes that the male will have a lifetime career in order to earn money to support a wife and family, either now or at some time in the future. The role of women may be much more flexible, and attitudes of women may change with their circumstances and their traditional work role as housewife and mother. The meaning of "average woman" will often vary depending on the proportions of women in the labour force according to their family status. Attitudes are likely to vary with marital status, presence of pre-school children, presence of school children, husband's income, full-time and part-time work, etc. These variations may affect the observed differences between women and men.

### The Work Ethic Survey

Canadian attitudes towards working women have changed in the period since World War II. The Work Ethic Survey, while it cannot serve to illuminate the extent or speed with which this change has taken place, can present a portrait of attitudes as they stand today.

### General Attitudes Towards Women's Role

Before examining the particular work values of women, a few comments should be made regarding the milieu within which perceived changes in their roles are taking place. The survey, therefore, posed several questions directed at discovering general attitudes towards women's role in modern society.

As Chart 6-1 indicates, Canadians generally still believe that "a women's place is in the home." Almost 60 per cent of all men and women stated that they felt this way. It is also apparent, however, that this traditional attitude towards women is considerably less prevalent among the higher educated and the more youthful segments of the population.

The reasons for which women enter the labour market, however, appear to modify opinions somewhat, and to reveal differences in attitudes between the sexes. The respondents were asked whether they agreed or disagreed with two statements: (i) "A woman should earn money to contribute to the household" and (ii) "A woman should not have to work unless she chooses to do so." Table 6-1 presents the results.

The analysis indicates greater discrepancies between women and men regarding women's financial contribution to the household. Women, regardless of age or education, are much more inclined than men to believe that women, in general, should supplement the household income. Male resistance to this is greatly intensified in the older age groups (56 per cent of 16 to 24-year-old men as opposed to 32 per cent of men over 45 years feel that women should contribute financially to the home); education appears to matter little. Possibly this reluctance of men to agree with the statement may be a reflection of the traditional male pride in being able to support his family by himself.

Looking solely at women's responses to this item, discrepancies arise between age groups but not between education groups. Half the females from 35 to 44 years

TABLE 6-1  
ATTITUDES TOWARDS FEMALE  
EMPLOYMENT  
(Males and Females)

(a) Percentage In Agreement With Statement By Age						
Statement	Sex	Respondent's Age				Total
		16-24	25-34	35-44	45+	
A woman should earn money to contribute to the household	Males.....	56	38	35	32	41
	Females..	64	59	50	57	57
A woman should not have to work unless she chooses to do so	Males.....	83	83	88	91	86
	Females..	70	82	81	87	80
(b) Percentage In Agreement With Statement By Education						
Statement	Sex	Respondent's Education			Total	
		Public School	Secondary Tech.	Post Secondary		
A woman should earn money to contribute to the household	Males.....	37	40	43	41	
	Females..	63	55	59	57	
A woman should not have to work unless she chooses to do so	Males.....	92	88	76	86	
	Females..	89	82	68	80	

old, as opposed to two-thirds of those 16 to 24 years old, agree that women's financial contribution to the household is desirable. The variation in opinion between the public school and post-secondary educated is negligible (63 per cent and 59 per cent agreement respectively).

With respect to the second statement, there is definitely a tendency for both women and men to believe that women should not have to work unless they choose to do so. However, it appears that higher educated Canadians are less likely to agree with this. It is interesting to note, however, that young females and the higher educated of both sexes demonstrated more of a conviction that women *should* have to work than did other groups.

### Women's Work Values

It is commonly believed that men work mainly to support their families while women work more to supplement family income or merely to escape from the confines of the home. As a consequence, then, it might be expected that the values women placed on paid employment differ from those of men. The Work Ethic Survey provided data on which to base such a comparison.

#### Why Women Work

Fewer women than men do, in fact, identify working with basic economic needs. In the Work Ethic Survey, there were several indications of this.

Self-defined employed men and women gave quite different responses when questioned about the way they



felt about work. A full 68 per cent of self-defined employed men replied that they worked to feed their children, as compared with only 20 per cent of self-defined employed women. Women replied much more frequently that they worked to keep busy, as a form of recreation, or to make extra money for the purchase of property. Since more young, presumably childless, women than older ones were employed, and because "feeding one's children" is traditionally associated more with a male role (and being married with a family), this category of question may have been inappropriate to many of them.

However, other evidence in the Work Ethic Survey points to the same conclusion—that many women work for reasons other than supporting themselves or a family. Two-fifths of the self-defined employed women, but three-fifths of the self-defined employed men, agreed that "I work to keep up my payments/to pay my debts." Similarly, there were sex differences in reaction to another statement: "Earning a good living is the most important thing to me" (Table 6-2).

TABLE 6-2

**STATEMENT: EARNING A GOOD LIVING IS THE MOST IMPORTANT THING TO ME**

(Self-Defined Employed Males and Females;  
Results Expressed as Percentages)

	Males	Females
Agree strongly.....	46	28
Agree somewhat.....	31	31
Disagree somewhat.....	16	21
Disagree strongly.....	7	20
TOTAL.....	100	100

Many young women participating in the group sessions said that they worked out of choice rather than necessity. According to them, work was a means of broadening their horizons and giving them some personal sense of worth and independence. One aspect that was repeatedly mentioned by working women was that earning a salary was important for them not for the actual money it brought them but for the prestige and status that go with the ability to make money. The following excerpt from one such conversation explains this feeling:

PARTICIPANT: "But nowadays, a lot of women would like to be involved in work as well,

because if you don't get paid for it you don't have status really."

MODERATOR: "Because you don't get paid?"

PARTICIPANT: "Because our society gives people status according to how much they make and so, I think, a lot of women are looking for a higher status; if you are a housewife, you're right down on rung number one of the ladder; I think that's the attitude."

Although work provides certain rewards for women, some do not depend on it as much as do men. When asked whether they relied on friends, work, church, family, or union for certain personal rewards, the results were as shown in Table 6-3.

Indeed the indication is that women appear to turn to the family for the personal rewards that men more often pursue through work.

*Women's Commitment to Work*

Regardless of the greater role that work plays for men in the attainment of "success" and "other important goals," the survey indicates that both sexes feel less commitment to their work than to their families. When asked to rank friends, work, church, family, and union according to their commitments to each, the results were as shown in Table 6-4. (Friends, church and union have been deleted from the table because of the relatively low status accorded them by the respondents.)

TABLE 6-4

**RANK OF WORK AND FAMILY IN TERMS OF COMMITMENT TO EACH**

(Self-Defined Employed Males and Females;  
Results Expressed as Percentages)

Item	Sex	Rank				
		First	Second	Third	Fourth	Fifth
Work	Males.....	14	47	30	8	1
	Females.....	9	39	36	1	1
Family	Males.....	79	16	4	1	-
	Females.....	84	10	5	2	-

TABLE 6-3

**IMPORTANCE OF WORK AND FAMILY IN ACHIEVING PERSONAL REWARDS**

(Self-Defined Employed Males and Females; Results Expressed as Percentages)

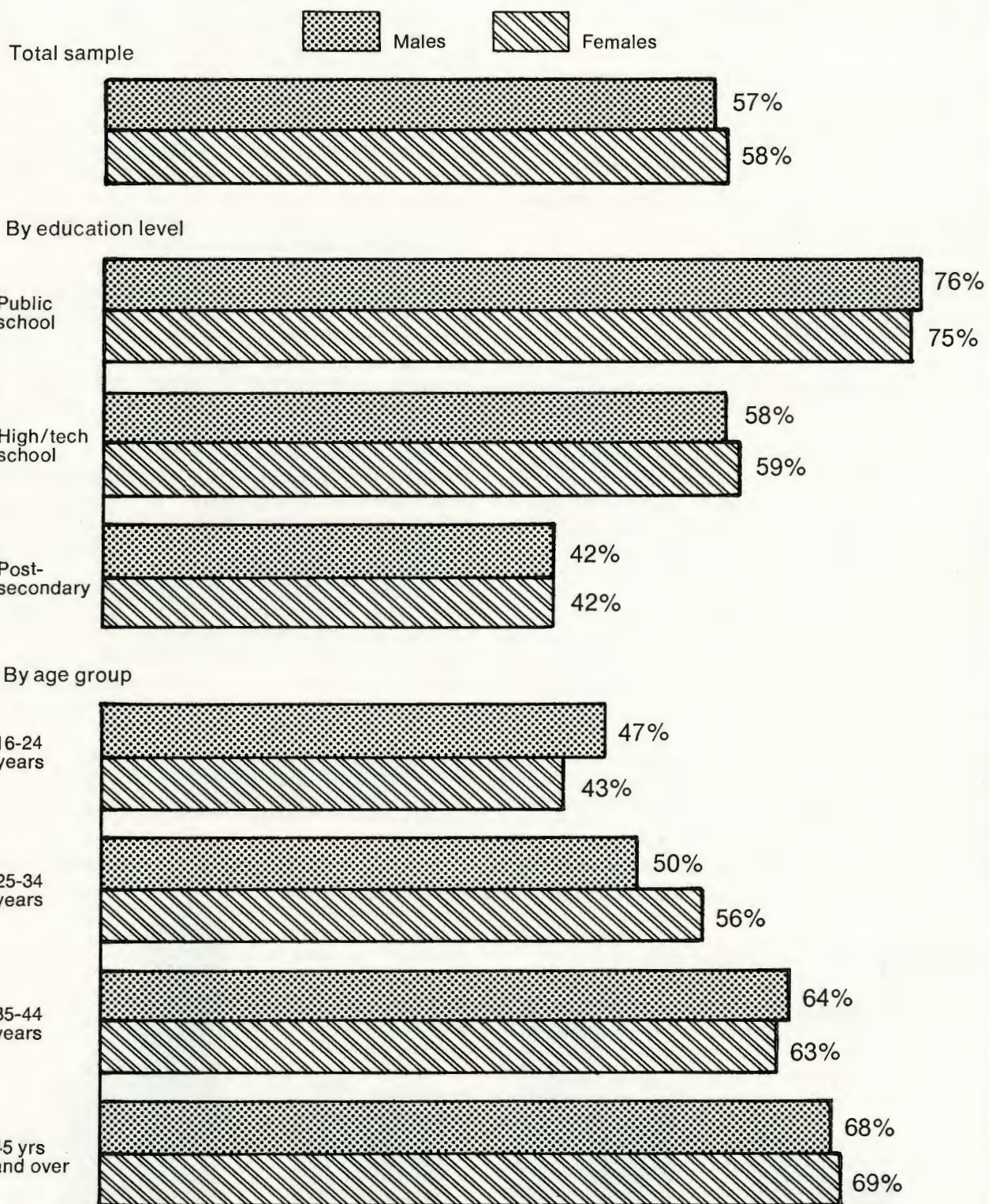
Statement	Sex	Friends	Work	Church	Family	Union	Total*
Depend on for success	Males.....	5	68	1	23	2	100
	Females.....	5	52	2	41	1	100
Depend on for self-fulfilment	Males.....	12	44	6	38	1	100
	Females.....	11	37	9	44	1	100
Allows attainment of most important goals in life	Males.....	3	58	3	34	1	100
	Females.....	4	43	3	49	1	100

\*Totals may not sum to 100 per cent due to rounding.



CHART 6-1

A woman's place is in the home  
(Percentage in agreement by age, education; male and female respondents.)





The survey also indicated no differences between the sexes in the degrees of commitment and loyalty the self-defined employed felt to their jobs and their employers. Both described themselves as equally conscientious, prompt, and attentive employees. Women, however, do not seem to have the same long-term commitment towards jobs as do men, as Table 6-5 illustrates.

TABLE 6-5  
LONG-TERM COMMITMENT TO WORK  
PERCENTAGE IN AGREEMENT WITH  
STATEMENT BY SEX  
(Self-Defined Employed Males and Females)

	Males	Females
I am not ready for a long-term commitment to a job.....	22	43
I'm the type of person who has to have a job.....	94	73
I am unwilling to settle down in a permanent job at this time.....	23	33
I won't want the same job for life.....	50	60

Note: Sex differences occur at all age levels, although they are most pronounced over age 25. As it may be recalled, youth of both sexes, because of fewer constraints, were the least likely, of all age groups, to favour long-term commitment to a job.

The different time frame paid employment occupies for women than for men may help to explain why three-fifths of the self-defined employed women who do not consider their current job a career (and the majority do not) claim that they are not interested in having a career. Similarly, it suggests why fewer women than men expect to be advanced in their present jobs in the coming few years, and more expect to be neither "advanced" nor "at the same level" but "other"—presumably in another job or out of the labour force.<sup>1</sup> This conclusion is supported by the fact that more self-defined employed women than their male counterparts said there was a chance they would leave their present jobs.

That more women demonstrate these characteristics than do men does not imply that the majority of women have a tenuous attachment to work. There does, however,

appear to be a larger proportion of women, although a minority, whose job attachment is not as deeply rooted and for whom work is not as central a concern.

#### Importance of Various Aspects of Work

Women are more interested in some of the amenities and conveniences of work than are men. Ease of access to the job is one of these. When asked to rank several items in terms of importance to them in considering a new job, women gave higher priority to the item "easy to get to (that is, travel)" than did men; older women found this item more important to them than did younger women. Similarly, one-third of all self-defined employed women, compared with one-sixth of men, were inclined to agree that "I would not work at a place that took more than half an hour to get to."

Women appear somewhat less likely than men to work if they are unable to find a job that suits them. Poor working conditions, a job outside their field of training, and work they do not enjoy doing are all reasons why a larger proportion of self-defined employed women than men in the survey said they would not work. More women than men said there were industries they would not work in because of a sense of moral principle.

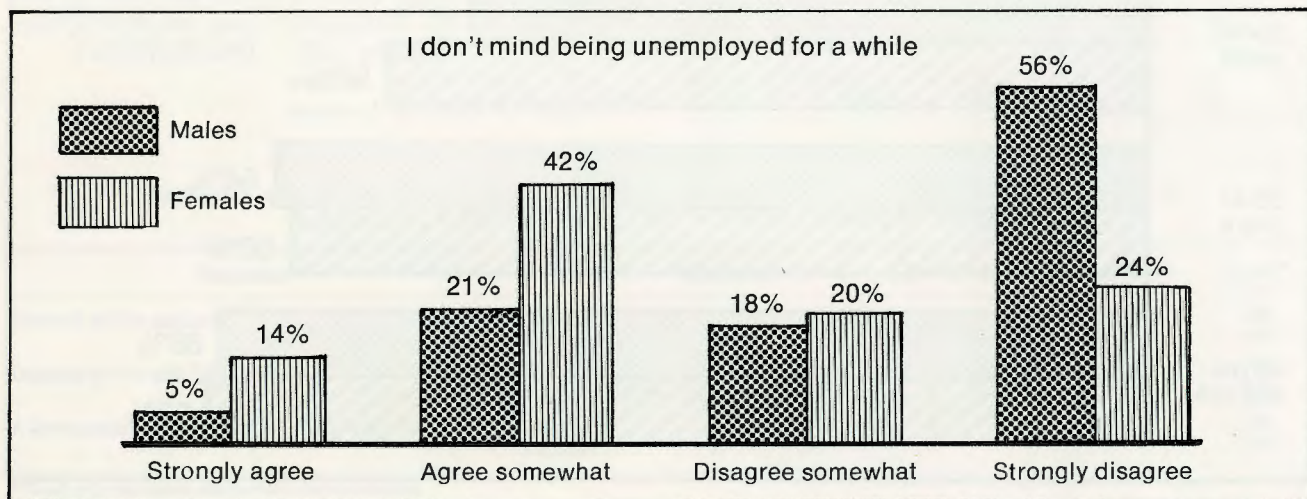
Self-defined employed women also appear to be somewhat more selective in the type of employment they would take even during a period of financial difficulty. Only 49 per cent of them, compared with 68 per cent of employed men, agreed that they would "work for anybody or at anything if they had to."

Women are also more inclined than men to accept lower salaries: 70 per cent of female respondents, as opposed to 43 per cent of males agreed that they would work for less than \$3.50 an hour. This is probably a reflection of the lower paid jobs in which most women traditionally find employment.

#### Women's Attitudes Towards Unemployment

Sentiments about unemployment differ among the various sectors of Canadian society. As Chart 6-2 indi-

CHART 6-2



<sup>1</sup>Of course, the recognition on the part of women of the existence of discriminatory attitudes may tend to depress their expectations with respect to careers and advancement.



cates, however, self-defined employed women are more prepared than men to accept a period of unemployment.

Men and women differ in their attitude towards unemployment insurance. It appears that when faced with a choice between a dissatisfying job and unemployment insurance, more women than men will opt for the latter. More men than women, however, prefer unemployment insurance to a job which pays only the minimum wages.<sup>1</sup>

### The Future

It is very difficult, on the basis of our limited data, to speculate on the future of women's attitudes to working. On the one hand, there are indications that the segment to whom work is not as important as it is to men may diminish over the years. Not only is the number of self-supporting women and women supporting children or other family members increasing, but also because young people in or entering the labour force are less traditional in their attitudes towards working women, the future labour force should find more women who have a strong commitment to work and career. However, if this transition takes place, it will undoubtedly be a slow process. Even young women age 16 to 24 rank their commitment to family higher and their commitment to work lower than young men of the same age, and look more to the family and less to work for important life goals, success, self-fulfilment and so on.

There is likely to be some future increase in the number of older women returning to the job market. In the Work Ethic Survey, 46 per cent of housewives under age 35, 52 per cent of housewives between the ages of 35 and 44, and 24 per cent of housewives over age 45 said that they intend to get a job sometime in the future.

It would appear, then, that although there will be increased female participation in the labour force, the traditional wife-mother role will remain very much in evidence.

### Women and the Job Satisfaction Survey

Previous research investigating differences in job satisfaction between women and men have not shown clear evidence with respect to the role played by sex. Surveys undertaken since 1940 have tended to draw conflicting conclusions about the matter. Indeed, the American Survey of Working Conditions administered in 1969 found that women were significantly less satisfied with their jobs than were men, but the same survey administered in 1973, under the title *The Quality of Employment Survey*, found that these differences had disappeared. Similarly, while the *Quality of Employment Survey* indicated that women were significantly less satisfied than men with the financial rewards their jobs provided, numerous studies can be cited in support of the thesis that women are happier with their pay.<sup>2</sup>

The ambiguities are probably the result of two distinct factors.

First, there is the problem of identification; in particular, isolating the effects of a person's sex from the 'constellation of variables which consistently co-vary

with sex; for example pay, job level, promotional opportunities, societal norms etc."<sup>3</sup>

Second, the conflict that many women experience between their traditional and new female roles may influence the way they respond to questions, and produce ambiguous results.

Despite these difficulties, it is possible to depict at least some factors that contribute to the satisfaction women experience at their jobs, and to identify aspects of work they view as important. In particular, Gallup Poll data can be used to suggest broadly the manner in which women's perceptions of the labour market, and their place in it, have shifted within the past decade.

### *An Historical Perspective of Canadian Women's Job Satisfaction*

The Canadian Gallup Poll has, since 1967, posed several questions regarding general job satisfaction. Three of these are particularly useful in capturing the spirit of change in women's attitudes.

The question "Do you feel that in your present job you are the right man (woman) in the right place with regard to your knowledge, your abilities and inclinations?" posed in 1967, produced negligible differences between responses of males and females—but by 1974, a discrepancy had manifested itself. Whereas men answered in a nearly identical fashion, women were less inclined to agree that they fit their job. The percentage of women responding with a "definite yes" dropped from 74 per cent in 1967 to 59 per cent in 1974. The percentage of men stating that they definitely were in the right job remained basically unchanged—67 per cent in 1967 and 68 per cent in 1974.

A second Gallup Poll question asked: "In your own case, could you accomplish more each day if you tried?" Unfortunately, the dates for this question, 1972 and 1974, do not match those of the previous one. Nevertheless, despite an over-all change in opinion towards a feeling that they could accomplish more, men and women in both years were virtually identical in their responses.

The fact that women and men, in both 1972 and 1974, responded similarly to this last question, suggests that the recent decline in the proportion of females who felt they were "in the right place" is due not to the physical output required by their jobs, but to the lack of challenge those jobs present to women's intelligence and abilities.

A partial confirmation of this hypothesis can be obtained from yet another Gallup Poll question, again asked in 1972 and 1974. In response to the query "How do you feel about the work you are doing, do you find it very interesting at all?" women gave significantly different answers from men in 1974 but not in 1972. Whereas only 9 per cent of men in 1974 felt that their work was not interesting, 17 per cent of women did so. This contrasts with 1972, when the corresponding percentages for men and women were 8 per cent and 4 per cent respectively. These results agree with the view that female displeasure with the qualitative aspects of work is increasing.

<sup>1</sup>For a greater proportion of men than women, unemployment insurance benefits would be closer to, or above, the minimum wage.

<sup>2</sup>See Hulin and Smith (62), p. 68.

<sup>3</sup>Ibid, p. 91.



### Women's General Job Satisfaction

Despite differences in these assessments by women and men, and in the realities confronting each in the labour market, the Job Satisfaction Survey reveals both sexes as being about *equally satisfied* over-all with their work. Employed Canadians were asked whether or not they preferred their current job, some other job, or the option of retiring or not working. The percentage of females and males choosing each option was nearly identical, as Table 6-6 reveals.

TABLE 6-6

#### QUESTION: IF YOU WERE FREE TO GO INTO ANY TYPE OF JOB YOU WANTED, WHAT WOULD YOUR CHOICE BE?

(Self-Defined Employed Males and Females;  
Results Expressed as Percentages)\*

Response	Males	Females
Same job as now.....	50	51
Some other job.....	32	31
Want to retire or not work.....	8	9
Don't know.....	10	10

\*Percentages may not sum to 100 due to rounding.

Furthermore, women are equally likely to feel "that (their) job measures up to the type of job (they) wanted when (they) took it." It is not surprising, therefore, that women respond in the same way as men to the question "All in all, how satisfied are you with your job?." Indeed, an examination of more indirect approaches to the measurement of job satisfaction indicates that women may be even more likely than men to express contentment with their work. As opposed to 57 per cent of males, for example, 63 per cent of females stated that they would strongly recommend their job to a friend, while 66 per cent indicated that they themselves would take the same job again as compared with 58 per cent of males. These results are particularly interesting in light of the labour market situation for women. As the survey confirms, the average female is far more likely than her male counterpart to be engaged in part-time work, and to be receiving a lower salary at a lower level job that is probably in the service sector. Whereas nearly one in four female respondents to the job satisfaction survey was engaged in part-time work, the proportion for men was less than one in ten. These different situations reflect, to some extent, underlying differences in the work values of female labour market participants—a fact brought out more clearly by the data dealing with the importance attached by women and men to various aspects of jobs.

#### Importance of Specific Job Aspects

As previously indicated, respondents to the Job Satisfaction Survey were asked to rate 34 job aspects according to how important each was felt to be in an ideal job. A factor analysis produced eight general areas into which the 34 statements could be grouped (see Chapter 4). These eight factors were divided into two categories—intrinsic and extrinsic, shown in Table 6-7.

As the table illustrates, women and men accorded much the same value to both intrinsic and extrinsic factors.

TABLE 6-7  
AVERAGE IMPORTANCE SCORES  
PER FACTOR\*  
(Self-Defined Employed Males and Females)

	Males	Females
<b>INTRINSIC FACTORS:</b>		
Supervisors and supervision.....	3.32	3.47
Challenge and growth.....	3.33	3.28
Promotional opportunities.....	3.35	3.24
Non-human resources to do job.....	3.56	3.64
Human resources to do job.....	3.35	3.36
<b>EXTRINSIC FACTORS:</b>		
Financial considerations.....	3.35	3.22
Personal relations on the job.....	3.11	3.26
Comfort and convenience of job.....	2.85	3.00

\*Range is 1.00—4.00: 1=not at all important; 2=not too important;  
3=somewhat important; 4=very important.

Having adequate resources, both in terms of helpful co-workers and sufficient information and equipment, was of equal concern to males and females, an indication that both sexes are similarly concerned with their job performance. This does not, however, apply to the supervisory factor, which women viewed as being more important than did men—the over-all factor scores for men and women were 3.47 and 3.32 respectively (on a scale ranging from 1.00 to 4.00). Results of individual components showed the following: 71 per cent of the women felt that it was very important for their supervisor to be competent as compared with 60 per cent of men; 66 per cent of women and 50 per cent of men stated that it was very important for their supervisor to be concerned about the welfare of subordinates; and, finally, 53 per cent of women, as opposed to 43 per cent of men, deemed it very important that their supervisor be friendly.

This difference is supported by the scores women and men assigned to the factor pertaining to the importance of promotional opportunities—3.24 for women and 3.35 for men. In particular, whereas 53 per cent of men rated good chances for promotion as being very important, only 37 per cent of women felt the same way. This result must, however, be interpreted with caution. It may reflect, in part, a related observation which suggests that men attach greater importance to financial considerations—in particular good pay, which is rated by 50 per cent of men as being very important compared with only 38 per cent of women. However, it is noteworthy that women and men place equal importance on the "challenge" their work provides. Only with respect to the importance of "being given a lot of freedom" is there a marginal difference between women and men, 51 per cent and 59 per cent respectively.

Behavioural confirmation of these attitudes is, as yet, difficult to obtain in Canada, but it is interesting to observe that a study focusing on the "unemployed" in Toronto supports our findings. Women and men cited the



unsatisfactory nature of their job with equal frequency as the reason for leaving their work. On the other hand, 58 per cent of males stated that they turned down a job because the pay was too low, whereas only 42 per cent of females said this. Apparently, women are not as responsive as men to financial inducements—a fact which probably reflects their less frequent role as supporters of a family.

Turning from financial considerations to other extrinsic features of work, differences arise with respect to the importance that women attach to personal relations on the job, as well as the comfort and convenience of work.

The over-all scores assigned by women and men to the importance of good personal relations were 3.26 and 3.11 respectively, reflecting, for example, the fact that women were more likely to value having friendly people to work with. Again this preference may be indicative of the *jobs* that women have traditionally occupied or of different values.

Similarly, the Job Satisfaction Survey reveals that women are far more concerned than men with the convenience of travel facilities and with having good hours of work. Whereas 48 per cent of women felt that convenient travel was very important, 37 per cent of men expressed this sentiment; likewise 50 per cent of women stated that good hours were very important as compared with 40 per cent of men. It is quite likely that the nature of many jobs held by women, and their concurrent responsibilities within the home, make it essential for them to have relatively quick and efficient transportation and hours that lend themselves to an easier balance between the responsibilities of home and work.

Combined, these factors probably account for the fact that females assign an over-all importance score of 3.00 to the comfort and convenience of work whereas men give the factor a rating of 2.85. This result constitutes one of the abiding findings concerning male-female differences in the perception of various job features.

TABLE 6-8  
AVERAGE SATISFACTION SCORES  
PER FACTOR\*  
(Self-Defined Employed Males and Females)

	Males	Females
<b>INTRINSIC FACTORS:</b>		
Supervisors and supervision.....	2.96	3.12
Challenge and growth.....	2.86	2.85
Promotional opportunities.....	2.62	2.56
Non-human resources to do job.....	3.14	3.21
Human resources to do job.....	3.08	3.13
<b>EXTRINSIC FACTORS:</b>		
Financial considerations.....	2.96	2.86
Personal relations on the job.....	3.12	3.19
Comfort and convenience of job.....	2.89	2.95

\*Range is 1.00—4.00: 1=not at all true; 2=not too true; 3=somewhat true; 4=very true.

<sup>1</sup>Women tend to be part-time workers more often than men, and as such are more frequently discriminated against in terms of fringe benefits such as pension rights, sick pay, and vacation leave.

### *Satisfaction with Specific Job Aspects*

Having perused some of the factors that women look for in an ideal job it becomes particularly relevant to ask how satisfactory these same factors are in their actual job. Interestingly, the results, taken over the entire eight factors, more or less parallel the findings based on the importance scores. In general, factors that were rated as being of greater importance were also found to be more satisfactory, indicating at least some measure of success by respondents in realizing their aspirations. Table 6-8 presents the mean "satisfaction" ratings for each factor, for female and male respondents.

Women appear to be more satisfied than men with the supervisory aspects of their jobs, obtaining an average satisfaction score of 3.12. The score of 2.96 for men suggests that they are actually somewhat dissatisfied with this particular aspect. Specifically, women describe their supervisors as more successful at getting people to work together, and as being more friendly. About 10 per cent more women than men stated they were satisfied with their supervisors.

On the other hand, satisfaction with personal relations on the job showed little difference by sex. The respective scores were 3.19 for females and 3.12 for males; no substantive differences between women and men appeared on the individual items that comprised the factor.

Females and males exhibited roughly equal satisfaction with the comfort and convenience of their work. The respective scores for women and men were 2.95 and 2.89.

Only with respect to convenient travel did women demonstrate greater satisfaction than men; 80 per cent of females versus 71 per cent of males felt that their travel was very convenient. This of course still leaves a substantial minority of each sex who consider travel to work a problem.

The satisfaction women and men received from various aspects of their job also parallels what they perceive as important in a number of other job dimensions. Following this pattern, financial considerations were evaluated as more satisfying by men than by women, 2.96 as compared with 2.36, although both sexes' scores were in a range that indicated general dissatisfaction with current salary, fringe benefits and promotional opportunities. Surprisingly there were still 31 per cent of women and men who stated that it was very true that they were well paid—despite markedly higher salaries being paid to men. This equivalency of satisfaction with pay probably reflects different salary expectations of the two sexes.

Fringe benefits contribute somewhat more to the satisfaction experienced by males than by females. Thirty-seven per cent of men versus 29 per cent of women were very satisfied with this aspect of their jobs. Speculatively, this difference has two causes. First, men, being in managerial positions more often than women and having access to better benefit plans, would be inclined to express greater satisfaction. Secondly women would be concerned with maternity provisions, as well as day-care, and general unavailability of these benefits would tend to depress their evaluations.<sup>1</sup>



A similar interpretation can be made of the results pertaining to promotional opportunities. Males expressed slightly higher satisfaction than females—although neither group was particularly pleased. Looking at individual items, the largest discrepancy between the sexes arose in response to a statement probing the individual's assessment of her or his chances for promotion. Whereas 24 per cent of men were very satisfied, only 16 per cent of women were. This difference probably derives from a realistic assessment of the job opportunities facing females and males. It is interesting, however, that the perceived fairness of promotions and employers' concerns with giving people a chance to get ahead were equally satisfying to both sexes.

When respondents were asked about the satisfaction they receive from challenging work, females and males were equally dissatisfied. This is particularly interesting in that the challenge factor included items dealing with the opportunity to develop one's special abilities as well as being given a chance to get ahead. The fact that women and men were scored equally on these items—in spite of the types of jobs occupied by women—indicates that sex-typing of jobs has perhaps altered what women tend to think of as challenging.

#### *Discrepancies Between Importance and Satisfaction Ratings*

Combining the importance and satisfaction measures by looking at the discrepancy between the two in order to focus on the extent to which aspirations are not met brings forth an important point that may otherwise have been overlooked. As Table 6-9 illustrates, the ranking by sex of the discrepancies manifested between the importance of and satisfaction with each of the various factors reveals that, for all practical purposes the order is identical for women and men.

TABLE 6-9  
AVERAGE DISCREPANCY BETWEEN  
IMPORTANCE AND SATISFACTION  
WITH EACH FACTOR  
(In Rank Order By Sex)

Females			Males		
Rank	Mean Discrepancy Score	Factor	Mean Discrepancy Score	Rank	
1	0.67	Promotional opportunities	0.76	1	
2	0.44	Non-human resources to do job	0.43	3	
3	0.42	Challenge and growth	0.46	2	
4	0.36	Supervisor and supervision	0.35	5	
5	0.35	Financial consideration	0.37	4	
6	0.23	Human resources to do job	0.28	6	
7	0.07	Personal relations on the job	-0.02	7	
8	0.05	Comfort and convenience	-0.05	8	

For both sexes the largest discrepancy occurs with respect to the promotional opportunities factor. The second largest over-all discrepancy emerged in relation

to challenge. Comparing the respective difference for women and men, it appeared that females were slightly less inclined than males to feel that their actual job fell short of their ideal. Specifically, the discrepancy between "actual" and "ideal" job was smaller for women than for men with respect to the freedom to make decisions (also rated by men as being relatively more important), and a chance to do the things one does best.

Ranked fourth and fifth—the order is dependent upon sex although the magnitude of the discrepancy is nearly identical across both factors and sexes—are the factors pertaining to supervision and financial considerations.

The fact that the discrepancy relating to the supervisory factor was equal for women and men indicates that the relatively greater importance attached to this job facet by women was offset by their correspondingly higher level of satisfaction with it. Only on the item dealing with the supervisor's concern for the welfare of subordinates did this not occur.

A similar effect was evidenced in the financial considerations factor, where the relatively greater emphasis men placed on good pay was balanced by more pronounced female dissatisfaction with fringe benefits. Accordingly, the discrepancy score with respect to pay was larger for males than females, whereas the order was reversed for fringe benefits. For both sexes, however, pay constituted a greater source of unmet aspirations.

Unexpectedly, a smaller discrepancy score was manifested by women with respect to the sixth-ranked factor—the adequacy of supportive human resources on the job, particularly competent and helpful co-workers. The lack of any clear pattern in the data beyond the fact that females were slightly more satisfied makes it difficult to suggest reasons for the discrepancy. It may, however, be indicative of the types of jobs women hold and basic attitudes related to the personal elements of work.

This suggestion is partly supported by the discrepancies that appear between ideal and actual personal relations on the job. In terms of both this factor and the comfort and convenience of work, it would seem that women's aspirations are not met to the same extent as men's. The difference between the sexes is particularly pronounced where good hours are concerned. However, neither of these last two factors appears to be of concern to Canadians of either sex.

#### **Summary**

It appears that a large proportion of Canadian women and men still adhere to the view that a woman's place is in the home. This attitude was less pronounced, however, among younger persons and those with higher education. In addition, more women than men, at all age levels, were inclined to believe that women should supplement household income.

Supplementing income was not, however, the only reason that led women to work. Clearly, single women



and mothers who are the sole support of their children require an independent source of income. At the same time it was found that fewer women than men identify working with the provision of basic economic needs. Many young women felt that a salary was important not only for the money it provided but also for status and prestige.

Reported differences in the reasons for working given by women as opposed to men were also consistent with the finding that women were more oriented to the family in terms of achieving personal goals.

Accordingly, a larger minority of women than men expressed less attachment to their jobs. Women, however, rated themselves equally conscientious and attentive employees.

Nevertheless, their different reasons for working did appear to influence the importance women attached to various aspects of work, and to their greater selectivity with respect to the types of employment they would choose. For example, women felt that the amenities associated with work were more important than did men and were more willing to accept lower salaries, possibly because of the traditionally lower paid jobs that are available to women.

In terms of the importance of various aspects of work, the results of the Job Satisfaction Survey were found to broadly parallel those of the Work Ethic Survey. Women were again found to be more concerned than men with the amenities and convenience of their jobs. Having good hours of work and convenient travel facilities were particularly important. This may be due to the difficulties women encounter in their dual role as housewives and members of the paid labour force. Also matching the Work Ethic Study was the lesser importance women placed on good pay. They were, however, as concerned as men with interesting or challenging work.

Confirming women's somewhat lesser degree of long-term commitment to jobs, the Job Satisfaction Sur-

vey found that women were less concerned than men with the availability of promotional opportunities and the chance to get ahead. Greater importance was placed by female respondents on the supervisory aspect of their jobs.

Satisfaction generally paralleled the importance that women and men attached to different features of their work environment. Women appeared to be more satisfied with the supervisory features of their jobs and equally satisfied with the challenging nature of their work. A different pattern did, however, manifest itself with respect to fringe benefits and the chances for promotion.

While women were as satisfied as men with their salaries, they were less pleased with the fringe benefits provided by their employment. They were also less satisfied than men with their promotional opportunities.

Despite the lesser satisfaction that women expressed with their promotional chances, the lesser importance they attached to this aspect of their jobs indicated that aspirations were nevertheless better met than were those of men. For both sexes, however, promotional opportunities manifested the greatest shortcomings in terms of the discrepancy between what was ideal and what actual jobs provided.

Further differences suggestive of unmet aspirations also manifested themselves with respect to pay and fringe benefits. Whereas a larger discrepancy appeared for men on the salary feature, women demonstrated a larger difference with respect to fringe benefits.

In general, then, it appeared that women and men, while not working for entirely the same reasons, were not dissimilar in their evaluation of particular aspects of their work environment. The similarity in opinions is greater than might have been expected, based on the apparently greater flexibility with respect to women's participation in paid employment, and indicates that for many women, particularly those in the labour force, work is as important to them as it is to men.



## CHAPTER 7:

### CONCLUSIONS

The centrality of work in our lives was repeatedly affirmed by both the Work Ethic Survey and the Job Satisfaction Survey. Clearly, Canadians are committed to work. Work was named by more respondents to the Work Ethic Survey than any other option, including family and friends, as a way to achieving one's goals. Canadians see themselves as industrious people to whom work contributes a feeling of success and, for a large proportion, of personal fulfilment. It is not surprising, therefore, that the vast majority of respondents to the Work Ethic Survey expected to get satisfaction from their work, and satisfaction, or more precisely the behaviour that it engenders, has social consequences. Unhappy workers change jobs more frequently, their absenteeism rate is often higher, and their general level of life satisfaction lower. Thus, high turnover and sagging productivity may be a reflection of worker unhappiness.

Canadians are selective about the type of jobs they will take, and are more prone to change employment because of financial remuneration, working conditions, and personal job relations, than for other reasons.

At face value, both studies in this report indicate that Canadians are generally content with their work. However, a more exact picture emerges from the Job Satisfaction Survey through an examination of what Canadians seek in an ideal job and how they evaluate their actual job situation.

While the survey results do not dispute the significance of income as a motivating force underlying labour market behaviour, they do call into question the assumption of salary as a universal panacea. Whereas trade-offs between various aspects of jobs can and indeed are made, they cannot offset completely the desire for ideal working situations.

In describing ideal jobs, the most important characteristics stressed by workers are that the work be interesting, that they have enough information and authority to do the job, and that they be given the opportunity to develop special abilities. Of lesser importance are job security, promotional considerations, pay, hours of work, and fringe benefits.

When aspects of jobs are ranked according to the satisfaction they provide in current employment, having enough authority and information, friendliness of co-workers and supervisors, having interesting tasks, and seeing the results of one's work emerge as the most satisfying characteristics. Less satisfaction is derived from job security, hours of work, quality of supervision, pay, fringe benefits, and promotional opportunities.

Matching up what Canadians desire in an ideal or abstract situation with the satisfaction they report for characteristics of their actual jobs provides a measure of unmet aspirations. In particular, the largest discrepancy was found with promotional opportunities in terms of actual versus ideal conditions. This was followed by the discrepancy between the ideal and the actual situation as it pertains to financial considerations, including security and fringe benefits; the quality of supervision; and, finally, human resources that enter into, and support, job performance. With respect to personal relations on the job and the comfort and convenience afforded by work, Canadian aspirations seem to be relatively well satisfied.

Discussing aspirations at the national level, however, tends to compress the differences that exist across our population. These differences should not obscure the considerable agreement of Canadians in their view of work, but instead they should facilitate an appreciation of the diverse social and personal factors that affect the perception of features in the work environment. Specifically, therefore, the role of age and sex as they relate to job attitudes is brought out in the report.

The surveys and the group interviews confirm the difficulties faced by youth in their search for jobs and indicate the relatively high level of job turnover among youth. The Work Ethic Survey indicates that many young respondents are unclear about the relationship between school and their subsequent experience in the job market. Indeed, the problems most frequently cited by youthful respondents as those they encounter in seeking employment centre on their relative inexperience, lack of specific skills, lack of training, and insufficient education.

The Work Ethic Survey also reveals that although



most Canadians express commitment to work, the commitment of young people is slightly less strong than that of older groups. Young persons are equally inclined, however, to feel that they have to have a job, and are particularly desirous of a "career". Naturally, however, fewer young persons have found work that suits them. The proportion of respondents considering their present job a "career" rises from less than one-fifth for those under 20 years of age to over one-half for persons above 20. Younger persons are less inclined to feel that they are right for their jobs; less inclined to view work as interesting; more inclined to feel overqualified; and more inclined to opt for another job while feeling that their current employment does not measure up to expectations. In terms of collecting unemployment insurance, attitudes were quite similar across all age groups.

These findings are generally confirmed by the Job Satisfaction Survey, which makes further distinctions by age in how Canadians evaluate their current jobs and the importance they attach to particular job features in an idealized setting.

In terms of their actual jobs, it appears that respondents between the ages of 25 and 34 are the least satisfied over-all with the intrinsic aspects of their work, including the availability of supportive resources and promotional opportunities. Younger Canadians between the ages of 15 and 24, on the other hand, experience relatively greater dissatisfaction with the challenging nature of their work and with financial considerations. Satisfaction with financial considerations increases with age.

Abstracting from the actual job situation gives a slightly different picture of work aspirations by age group and shows the relative extent to which these aspirations are not met. In describing their ideal job, young workers emphasized the importance of supportive resources, whereas 25 to 34-year-olds emphasized challenge. Generally speaking, financial considerations are equally important to all age groups, although salary, specifically, is most important to 25 to 34-year-olds and least important to 15 to 24-year-olds. Personal relations, and comfort and convenience, are more important characteristics of ideal jobs to persons under 24, and are de-emphasized by workers between 25 and 34 years old. Over-all, it appears that the importance of intrinsic relative to extrinsic job aspects increases with age.

In assessing the match between actual jobs and workers' aspirations, it becomes clear that for all age groups, particularly 25 to 34-year-olds, promotional opportunities present the greatest difficulty. Actual jobs also fall short of the desires of 25 to 34-year-olds and to a somewhat lesser extent of 20 to 24-year-olds on most other intrinsic aspects. On the other hand, 15 to 19-year-olds felt that their aspirations with respect to personal relations and comfort aspects of jobs were relatively poorly met.

Financial aspirations in turn manifest the largest discrepancy for workers under 24 years of age. This is due not so much to the importance they attach to pay in

describing an ideal job, but rather to their relatively greater dissatisfaction with their actual salaries.

Just as desires and aspirations are not entirely congruent across age groups, differences exist by sex as well. More women than men feel women should contribute to household income, although a substantial proportion among both sexes still feel that a woman's place is in the home. Significantly, this attitude is less pronounced among younger persons and those with higher education.

Also reported by the Work Ethic Survey is the lesser tendency of women to identify working with basic economic needs. Whereas men more frequently cite factors associated with the provision of income, a larger proportion of women cite recreational reasons, *extra* money, keeping busy, and the status and prestige attached to salaried employment.

The somewhat greater reluctance of women to make long-term commitments to work is revealed in several ways. Women are less inclined than men to rely on work for success, personal fulfilment, or a way of obtaining their most important goals in life. Furthermore, they are not as likely to feel "they had to have a job" but instead emphasize the family.

These differences in the importance of work to men and women also manifest themselves in the greater selectivity of women in choosing jobs, and the importance that women attach to various aspects of the work environment.

Both the Job Satisfaction and the Work Ethic Surveys indicate that women are more concerned than men with the amenities offered by their jobs and with having good hours and convenient travel facilities. Women are also less concerned than men with good pay and promotional opportunities, although they place almost equal importance on interesting or challenging work. On the other hand, they attach greater importance to the supervisory dimension of their jobs.

Results concerning satisfaction, in general parallel those concerning the importance which women and men attach to various aspects of their work environment. Women seem to be more content with the supervisory features of their jobs and equally satisfied with the challenging nature of their work and with their salaries. Yet they express less contentment than men with promotional opportunities and fringe benefits.

In general, then, it appears that for most women in paid employment, work is as important in their lives as it is to men. It is also clear, however, that the traditionally stronger ties of women to their families are much in evidence.

The importance of work in our lives goes well beyond economic survival or the provision of discretionary income. Work allows us to meet people and make friends, and is a major determinant of our social status. Moreover, work contributes to our self-esteem, and by providing us with socially useful and challenging tasks, it fosters a sense of self-fulfilment.

Given this expanded understanding of work, it becomes clear that our focus should be on increasing the



scope for utilizing human capabilities in the broadest sense—not in a purely economic context. Work satisfaction, too, must be tempered by an understanding of the social, ethical, and political milieu from which it emerges, and must be embedded in a more general vision of the quality of working life. Specifically, work and its mean-

ing to Canadians, must be examined against a backdrop of increasing affluence, rising levels of education and income, and changing aspirations. Briefly, this is what the studies set out to investigate: the attitudes of Canadians towards work in general and their own jobs in particular.



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# APPENDIX A

## Investigation of the Sample Obtained in the Work Ethic Survey<sup>1</sup>

The primary focus of the Work Ethic Survey (WES) was to identify and monitor attitudes of Canadians towards work. The main thrust of the research design was to collate and assimilate data on such attitudes. To this end a measurement instrument was constructed—the WES questionnaire—and a sample was chosen from which to collect the appropriate data. The main objective of this appendix is to discuss the representation of the sample under the following:

- (1) — the sample design
- (2) — representative comparison of the sample with the parent population.

### 1. Sample Design

The sample design was twofold: the element of sample size was introduced by applying a simple quota scheme; the element of randomization was introduced by a form of systematic sampling. A final total sample was designed to be two thousand Canadians, between the ages of sixteen and sixty, 50 per cent male and 50 per cent female in forty-nine cities. Quota sampling was performed in each urban centre in order to achieve the appropriate sample sizes for the following geographic areas:

Geographic Area	Projected	(%)
Atlantic Region.....	400	(20.0)
Quebec.....	450	(22.5)
Ontario.....	450	(22.5)
Prairie Region.....	450	(22.5)
British Columbia.....	250	(12.5)
TOTAL.....	2000	100.0

The survey was conducted during the last two weeks of February 1974 with each interview lasting from 45 minutes to 1 hour. The actual field design consisted of dividing each metropolitan area into one hundred equal rectangles and, via a random number table, choosing enough cells to equal one-third of the sample quota for

the city. The random path instructions dictated that an interview be administered at each third dwelling, alternating male/female (of the appropriate age), on the left-hand side of the first street, then at an intersection turning to the right and opposite side of the new street, continuing in like fashion, until the quota was fulfilled. This integrated method of sampling is described as stratified sampling with more or less non-random selection of units within strata. For this reason, sampling error precision formulas cannot be applied with confidence to the results of quota samples.<sup>2</sup> It has been found, however, that comparisons between quota and probability samples often agree in areas of opinion and attitude.<sup>3</sup> The applicability to this study of such a sampling technique is obvious.

### 2. Representative Comparison

The raw data were based upon a total of 1,973 completed interviews. In collecting the data, cities have been weighted within each geographic area according to population, and each geographic area has also been weighted according to population in order that the data, in total, properly reflect the national population. The weighted sample size, 1,948, was slightly lower than the original sample because of rounding in the weighting process. Table I compares the projected raw sample, the actual raw sample, the population estimates, and the weighted sample by geographic area. The remaining tabular comparisons are based on the weighted sample sizes.

Table II(a) presents a comparison between the actual sample, the weighted sample, and population estimates of four demographic characteristics: sex, age, marital status, and personal income. Two qualifications when evaluating the results are pertinent. Firstly, the column totals may not sum because of rounding errors and the exclusion of non-responses. Secondly, the population estimates were chosen from *The Labour Force*, February 1974, published by Statistics Canada.<sup>4</sup> The

TABLE I

Geographic Area	Projected Sample		Actual Sample		Weighted Sample		Population Estimate
	%	(n)	%	(n)	%	(n)	%
Atlantic Region.....	20.0	(400)	19.2	(380)	10.6	(206)	9.1
Quebec.....	22.5	(450)	22.7	(449)	28.3	(551)	28.0
Ontario.....	22.5	(450)	23.7	(468)	36.4	(710)	36.5
Prairie Region.....	22.5	(450)	24.7	(489)	15.6	(303)	15.7
British Columbia.....	12.5	(250)	9.7	(192)	9.2	(179)	10.7
Total*.....	100.0	(2000)	100.0	(1978)	100.0	(1949)	100.0

\*Totals may not sum to 100% due to rounding.

<sup>1</sup>See Cochran [22], Yates [138] and, Stephen and McCarthy [121].

<sup>2</sup>William G. Cochran, *Sampling Techniques* (1963) pp. 87-152.

<sup>3</sup>F. F. Stephen and P. J. McCarthy, *Sampling Opinions* (1958) pp. 134-326.

<sup>4</sup>Statistics Canada, *The Labour Force*, Feb. 1974. pp. 42, 43.



population demographics are based upon persons 14 years and over; thus there may be slight biases in comparison since the population for the WES was based on persons 16 years and over. For our purposes, however, the effect is negligible since broad strata classifications are used. Included with Table II(a) is Table II(b), a breakdown by education and Table II(c), a breakdown by composition of labour force participation.

TABLE II(a)

Demographic Characteristic	Actual Sample (1,978)		Weighted Sample (1,949)		Population Estimates
	%	(n)	%	(n)	%
<b>Sex</b>					
Male.....	49.0	(969)	49.4	(962)	49.5
Female.....	51.0	(1,009)	50.6	(987)	50.5
Total.....	100.0	(1,978)	100.0	(1,949)	100.0
<b>Age</b>					
16-24.....	25.3	(495)	24.7	(477)	27.8
25-34.....	31.3	(613)	31.4	(607)	23.2
35-44.....	20.2	(396)	20.5	(398)	18.3
45 and over.....	23.2	(455)	23.4	(453)	30.6
Total.....	100.0	(1,959)	100.0	(1,935)	99.9
<b>Marital Status</b>					
Single.....	21.0	(415)	21.0	(410)	29.5
Married.....	73.0	(1,444)	72.5	(1,412)	62.5
Other.....	6.0	(119)	6.5	(125)	8.0
Total.....	100.0	(1,978)	100.0	(1,947)	100.0
<b>Personal Income</b>					
No Income.....	32.6	(593)	33.1	(593)	23.8
Less than \$5,000.....	16.3	(297)	16.6	(298)	44.8
\$5,000 - \$9,999.....	23.9	(435)	23.5	(421)	22.9
\$10,000 - \$13,999.....	16.3	(297)	16.3	(293)	5.1
Greater than \$14,000.....	10.9	(198)	10.5	(188)	3.4
Total.....	100.0	(1,820)	100.0	(1,793)	100.0

Table II(a) requires particular attention. Here the population estimates are derived from the 1971 Census, which presents income groups based upon 1970 reported income. The group listed under "No income" literally refers to all persons 15 years of age and over who did not report income or reported no income. The groups listed under "less than \$5000" include not only persons receiving as salaries and wages less than \$5000 but also persons who reported a gross loss in income and many persons who received government transfer payments such as welfare, unemployment insurance, family allowance, pensions, and other non-employment income. The question on the WES questionnaire asked "How much income do you yourself earn before taxes?" and listed appropriate income strata. Most respondents would likely have interpreted this as asking for gross personal earned income in which "earned" would refer to return for services rendered. Thus many non-employment income recipients may have excluded themselves from the second category and would fall within the first group in the sample. Secondly, the sample covered urban centres, excluding the rural population and thus biasing somewhat the sample income distribution. Furthermore, the fact that wages and salaries have, on the average, increased 5-8 per cent per year would be expected to have a dramatic effect on comparing income strata three years apart (especially the highest two income categories). Other factors which may have led to discrepancies are persons who may have over-reported their income and the fact that the rate of

non-response to this question ran to 8 per cent (150) of the total sample quota.

TABLE II(b)

Education <sup>1</sup>	Weighted Sample		Population Estimate
	%	(n)	%
Grade 8 or less.....	13.0	(253)	29.4
High School			
Some.....	31.5	(614)	35.0
Completed.....	26.0	(507)	17.6
Post Secondary			
Some.....	15.0	(292)	7.1
Completed.....	14.5	(282)	10.9
Total.....	100.0	(1,948)	100.0

In general, the sample appears to reflect a higher educated group than does the population estimate. This bias may be primarily due to restricting the choice of the sample to large urban centres. Another reason may be that the sample contains a higher proportion of younger persons vis-à-vis the population (see Table II(a)—Age). The general contention that younger persons are better educated today than previous generations would tend to weight the sample towards being more highly educated. Also, persons may tend to over-report their educational attainment.

Finally, another important aspect of the total population is the classification of labour force participation.

TABLE II(c)

Labour Force Participation	Weighted Sample (1,948)		Population Estimate
	%	(n)	%
Employed.....	56.0	(1,090)	52.9
Unemployed.....	10.2	(199)	3.9
Not in the Labour Force..	33.8	(659)	43.2
Total.....	100.0	(1,948)	100.0

The discrepancy between the sample and the population estimate for the groups "Unemployed" and "Not in the Labour Force" arose because of differences in the questions on the surveys and their subsequent interpretation. The population estimate derived from Statistics Canada's Labour Force Survey asks whether persons who are not employed were actively seeking employment in the previous week. If the respondents answer "yes," then they are classified as unemployed. In the WES questionnaire the item asked "Are you currently: (a) employed (either full-time or part-time); (b) unemployed; (c) not in the labour force by choice, that is you are a housewife, student, retired or disabled." It appears that a number of persons, though not actively seeking work in the previous week, considered themselves currently unemployed insofar as they were interested in employment but for some reason did not consider current job vacancies especially attractive; that is, they were not employed and although they may have been housewives or students this was not by choice. Thus they considered themselves closest to the unemployed category.

Germane to the task of uncovering attitudes to work is Table III, for which there is no comparative population estimate.

<sup>1</sup>Population estimates are from *The Labour Force*, Feb. 1973, *Special Feature on Educational Attainment*, April 1972, pp. 61-69 as to the population 19 years and over.



TABLE III

Intention to Work	Sample	
	%	(n)
Full-Time.....	60.2	(1,188)
Male.....	70.2	(834)
Female.....	29.8	(354)
Part-Time.....	25.6	(504)
Male.....	20.6	(104)
Female.....	79.4	(400)
Never.....	14.2	(279)
Male.....	12.9	(37)
Female.....	87.1	(242)
Total.....	100.0	(1,971)

Of prime consideration to the WES is the subsample of employed persons. In drawing conclusions regarding their attitudes to work based on statistical procedures, it is vital to present demographic comparisons between this sample and its parent subpopulation. Table IV shows such comparisons by sex, age, personal income, and type of employment.

TABLE IV

Demographic Characteristic	Weighted Subsample (1,090)		Subpopulation Estimate
	%	(n)	%
<b>Sex</b>			
Male.....	69.7	(761)	64.3
Female.....	30.3	(330)	35.7
Total.....	100.0	(1,091)	100.0
<b>Age</b>			
14-24.....	23.8	(257)	25.4
25-34.....	32.7	(353)	25.0
35-44.....	22.7	(245)	20.2
45 and over.....	20.8	(224)	29.4
Total.....	100.0	(1,079)	100.0
<b>Personal Income</b>			
Less than \$5,000.....	19.1	(190)	58.9
\$5,000 - \$9,999.....	35.7	(357)	30.0
\$10,000 - \$13,999.....	27.0	(269)	6.7
Greater than \$14,000.....	18.2	(182)	4.4
Total.....	100.0	(998)	100.0
<b>Type of Employment</b>	Weighted Subsample (930)		Subpopulation Estimate
	%	(n)	%
Full-Time.....	85.8	(795)	86.5
Male.....	75.7	(602)	71.0
Female.....	24.3	(193)	29.0
Part-Time.....	14.2	(132)	13.5
Male.....	33.3	(44)	32.0
Female.....	66.7	(88)	68.0
Total.....	100.0	(927)	100.0
<b>Length of Employment in Job</b>	Weighted WES Subsample (1,090)		Weighted JSS Sample* (1,202)
	%	(n)	% (n)
Less than one year.....	28.5	(309)	23.9 (288)
One to five years.....	26.9	(292)	29.5 (355)
More than five years.....	44.6	(483)	46.6 (560)
Total.....	100.0	(1,084)	100.0 (1,203)

\*JSS sample refers to the Job Satisfaction Survey Sample and is discussed in Appendix B.

The qualifying remarks applying to the comparison by personal income of the total WES sample and the population estimates also apply to the subsample-subpopulation comparison. Under "type of employment" the weighted subsample sums to 927. The difference between 930 and 1,090 is accounted for by the exclusion of persons employed under contract, seasonally, and in piece work for irregular intervals. Finally, the "length of employment" comparison was obtained between the weighted WES and JSS sample since there were no corresponding statistics available from the labour force survey. Since the JSS sample is representative of the employed subpopulation (see Appendix B, "Investigation of the Sample Obtained in the Job Satisfaction Survey"), the comparison is legitimate.

Another aspect of the employed group for which there is not comparative classification of the employed subpopulation is the affiliation with labour institutions. Membership in such an organization may play a role in determining work attitudes.

#### Employed Member

Belongs to:	Weighted Subsample (1,090)	
	%	(n)
Union.....	39.2	(466)
Employees Assoc./ Federation/Council.....	16.9	(199)
None.....	43.9	(514)
Total.....	100.0	(1179)

Of further interest to the WES is the classification of the subsample of unemployed persons by sex.

Sex	Weighted Subsample (199)		Subpopulation Estimate
	%	(n)	%
Male.....	37.0	(74)	74.3
Female.....	63.0	(126)	25.7
Total.....	100.0	(200)	100.0

The major difference reflected in this chart is due to the fact that many females responded as unemployed, as opposed to not belonging to the labour force by choice.

The remaining category considers persons not in the labour force. For want of adequate comparison this segment of the sample is divided into students, housewives, and others. This group is vital since it includes many future entrants to the labour force. Thus their impressions may well signal attitudes to work in the future.

Non-Labour Force	Weighted Sample (659)	
	%	(n)
Students.....	19.9	(131)
Housewives.....	64.1	(422)
Other.....	16.0	(105)
Total.....	100.0	(658)



Over-all, the sample design using a quota scheme based on population compares favourably with probability sampling, especially in areas of opinion and attitude. Moreover, the foregoing results indicate the total sample weighted according to population is highly representative of the parent population along the demographic charac-

teristics of sex, age, and marital status. Similarly, the subsample of employed persons corresponds closely to its parent subpopulation in terms of sex, age, type of employment, and length of employment, which are important aspects of this group.



# APPENDIX B

## Investigation of the Sample Obtained in the Job Satisfaction Survey<sup>1</sup>

First and fundamental to the Job Satisfaction Survey (JSS) looms the question of sample representation. This translates into asking how representative is the sample of the population from which it was drawn and how stable a device is the survey in measuring job satisfaction. In response, this appendix presents the following areas of investigation:

- (1) estimation of total sample size for proportions;
- (2) the technique of post-stratification;
- (3) the problems of sampling errors.

### 1. Estimation of Total Sample Size

The decision made in determining sample size is very important. The principal steps in the choice of sample size are the following:

- to establish the desired limits of error;
- to provide some relationship which connects sample size with the desired level of error and precision;
- to estimate certain unknown properties of the population since these are contained as parameters of the above relationship;
- to consider the effects of major subdivisions of the population on setting the level of precision;
- to take into account the number of items measured in determining the level of precision.

Although the JSS contains many items (approximately 80) they relate to the specific area of one's work environment. Hence the benchmark limits of precision were accepted within 1 and 5 per cent. Similarly the risk of error associated in drawing the appropriate sample was taken within 1 and 5 per cent.

The sampling units were chosen from the total Canadian population<sup>2</sup> of persons 15 years of age or older,  $N$ . Furthermore, the units were classified into two groups: the number of persons who were currently<sup>3</sup> employed,  $E$ , and the number of persons who were not currently employed,  $E^n$  such that  $E + E^n = N$ . Some margin of error,  $e$ , in the estimated proportion of  $E$  to

the population, say  $p$  of units in class  $E$ , has been agreed upon, and there is a small risk,  $\alpha$ , in which we are willing to concede that the actual error is greater than  $e$ . This may be expressed as  $\Pr(|p - P| \geq e) = \alpha$ , that is, the probability that the difference between the sample proportion of  $E$  to the population,  $p$ , and the true proportion of  $E$  to the population,  $P$ , is greater or equal to the error,  $e$ , is equal to  $\alpha$ . The implicit underlying assumption is that as  $p$  approaches  $P$  as a better estimate, the associated sample size increases, which provides a sound basis for measuring over-all job satisfaction of the Canadian Labour Force.<sup>4</sup> If simple random sampling is presumed and  $p$  is taken to be normally distributed then the relationship that determines the sample size,  $n$ , is

$$\sigma_p = \sqrt{\frac{N-n}{N-1}} \sqrt{\frac{PQ}{n}}$$

where  $n$  = sample size

$N$  = population size

$P = \frac{E}{N}$  the proportion of persons employed

$Q = 1 - p$  is the proportion of persons not employed

$$\text{i.e. } Q = \frac{E^n}{N}$$

and  $\sigma_p$  is the standard deviation of the sample estimate of the proportion,  $p$ , of the population proportion,  $P$ . Thus, the formula that limits  $n$  with the desired level of precision is

$$e = z \sqrt{\frac{N-n}{N-1}} \sqrt{\frac{PQ}{n}}$$

where  $z$  is the abscissa of the normal curve that cuts an area  $\alpha$  at the tails<sup>5</sup> and the desired variance of the sample proportion  $p$  is

$$\sigma_p^2 = \frac{e^2}{z^2}$$

Solving for the total sample size  $n$  we obtain

$$n = \frac{\frac{z^2 P Q}{e^2}}{1 + \frac{1}{N} \left( \frac{z^2 P Q}{e^2} - 1 \right)}$$

<sup>1</sup>See Cochran [22] and Yates [138].

<sup>2</sup>This excluded persons residing in the Northwest Territories and the Yukon.

<sup>3</sup>Currently refers to the period in which the survey was administered, i.e. Nov. 1973.

<sup>4</sup>Strictly speaking, the labour force constitutes both persons employed and persons who are unemployed but looking for work. For our purpose, however, we shall consider the labour force to be restricted to those persons who are actually employed.

<sup>5</sup>This result is derived from the Central Limit Theorem: If a population has a mean  $\pi$  and a finite variance  $\sigma^2$ , then the distribution of the sample mean approaches the normal distribution with mean  $\pi$  and variance  $\frac{\sigma^2}{n}$  as the sample size  $n$



Estimates of the total population of Canadians 15 years and over and the number of Canadians employed in November 1973<sup>1</sup> were  $N=16,281,000$  and  $E=8,829,000$ . Thus the relevant proportions of persons employed and not employed were

$$P = \frac{E}{N} = 0.54 \text{ and } Q = \frac{E^n}{N} = \frac{N-E}{N} = 1 - \frac{E}{N} = 1 - P = 0.46.$$

Hence estimates of total sample size, to the nearest integer, given an error  $e$  and a risk  $\alpha$ , were calculated to be<sup>2</sup>

$$\begin{aligned} n(e=0.05; \alpha=0.05) &= 382 \\ n(e=0.01; \alpha=0.01) &= 16,518 \end{aligned}$$

Three important qualifications are pertinent at this time. Firstly, just as the Canadian population of persons 15 years of age and over is divided into two subpopulations of persons employed and persons not employed (i.e.,  $N=E+E^n$ ) the sample was correspondingly divided into subsamples of persons employed and persons not employed. Thus  $n=n_E+n_{E^n}$  where  $n_E$  is the subsample of employed persons and  $n_{E^n}$  is the subsample of persons not employed. Also, the proportion of  $E$  to  $N$  is expected to be approximately the same as the proportion of  $n_E$  to  $n$ . Since the focus of the JSS is on jobs and job satisfaction, we are interested only in  $n_E$ , which comprises approximately 54 per cent of the total sample. Thus for a given level of precision where the error is 5 per cent and the risk is 5 per cent, the size of the sample to estimate  $P$  is 382 persons 15 years of age and over, of which 200 are employed and would be asked to complete the JSS questionnaire.<sup>3</sup>

Secondly, based on practical considerations revealed by similar sampling surveys, it is found that roughly 25% refuse outright to complete the questionnaire, only 50% are returned completed and of these completed questionnaires, depending upon the complexity of the questions, approximately 90% are completed well enough to be used for further analyses. At this point, a simple example should elucidate the procedure. From the above, given a precision of  $e=0.05$  and  $\alpha=0.05$ , it is calculated that about 200 fully completed questionnaires are desirable. To ensure this number, 220 (10/9 of 200) should be returned completed, thus 440 questionnaires should be accepted of 590 (4/3 of 440) persons asked to accept the questionnaire of a total sample of 1200 eligible persons. Thus, it is apparent that the simple task of obtaining the 200 fully completed questionnaires requires not just the 382 persons proposed analytically but requires an 'inflated' sample size of 1200 calculated somewhat circuitously.<sup>4</sup>

And thirdly, because of the length of the survey (nearly 80 items) and the nature of the subpopulation,  $E$ , it was decided that a post-stratification of the sample would be performed along demographic characteristics.

To these ends, a high level of precision 2.5% was accepted. The following table comprises the projected and actual returns for the subsample.

	Projected	Actual
Total number of persons 15 years of age and over who are employed.....	3200	3064
Accepted Questionnaire.....	2390	2355
Completed Return.....	1190	1067
Fully Completed Return....	1076	929

Hence, it is readily observed that the final total fully completed subsample of 929 is well within the usual 5% level of precision and, in fact, is very close to the desired level of precision of 2.5%.

## 2. Post-Stratification of the Sample

With some variables that are suitable for stratification the stratum to which a unit belongs is not known until the data have been collected. Personal characteristics such as age, sex, marital status, educational level and income are common examples. The stratum sizes,  $N_h$  say, may be obtainable fairly accurately from official statistics (such as the Census or the Labour Force Survey) but the units can be classified into strata only after the data are known. One procedure is to draw a simple random sample size  $n$  and classify the units. We may check the reliability for proportional stratified sampling provided that

- (a) the sample,  $n$ , is reasonably large, say  $n_h > 20$  for any  $h$ th sample stratum
- and (b) the effects of error in the weight  $W_h = \frac{N_h}{N}$  are negligible.

For stratified sampling by proportions consider:

$N$  = population

$N_h$  = total number of units in stratum  $h$  in the population

$W_h = \frac{N_h}{N}$  the weight of stratum  $h$  in the population

$P_h = \frac{E_h}{N_h}$  the proportion of units of  $E$  in  $h$ th population stratum

$p_h = \frac{e_h}{n_h}$  the proportion of units of  $E$  in the  $h$ th corresponding sample stratum.

Since proportional allocation is almost always more efficient with respect to variance, that is, the variance of  $p_{st}$  calculated from a proportionally stratified sample is almost always less than the variance of  $p$  from a simple random sample, we employed the former technique. For proportional allocation let

$$\frac{n_h}{n} = \frac{N_h}{N} \text{ or } \frac{n_h}{N_h} = \frac{n}{N}$$

be the stratification scheme. For the proportion in the whole population the estimate appropriate to the stratified random sample is

$$p_{st} = \sum_h \frac{N_h P_h}{n}$$

With a stratified random sample the variance of  $p_{st}$  is

$$\text{Var}(p_{st}) = \frac{1}{N^2} \sum_h \frac{N_h (N_h - n_h) P_h Q_h}{n_h}$$

where  $Q_h = 1 - P_h$ .

<sup>1</sup>The Labour Force: Nov. 1973 Statistics Canada p. 43.

<sup>2</sup>To provide an order of magnitude of the change of sample size vis-à-vis precision a third sample size was calculated  $n(e=0.025; \alpha=0.025)=1994$ .

<sup>3</sup>Similarly, for  $e=2.5\%$  and  $\alpha=2.5\%$  the total sample would be 1994 persons of whom about 1100 are employed and would be asked to complete a JSS questionnaire; also for  $n(e=0.01; \alpha=0.01)=16518$  persons of whom about 8900 are employed, and thus would be relevant for the JSS.



The best choice of  $n_h$  in order to minimize  $\text{Var}(p_{st})$  for a final total sample size is

$$n_h = \frac{n N_h \sqrt{P_h Q_h}}{\sum_h N_h \sqrt{P_h Q_h}}$$

where for each stratification the total sample size will vary

$$n = \frac{\sum_h W_h P_h Q_h}{1 + \frac{V}{\bar{N} h}} \cdot \frac{V}{\bar{N} h}$$

where  $V$  incorporates the desired level of error  $e$  and risk  $\alpha$  such that

$$v^2 = \frac{e^2}{Z^2} \text{ (as in the section above).}$$

The desired sample for  $k$  stratifications would be such that each stratum of the sample would be greater than each corresponding projected sample stratum size given relative precision for demographic characteristics. Again, practical considerations similar to those used in calculating the total sample size above, suggest 'inflated' sample sizes by stratum given the levels of precision. The following tables record the strata as designated by the demographic characteristics and the projected sample sizes both simple and 'inflated' for given levels of precision at 5%, 2.5% and 1%.<sup>1</sup> The last column indicates the actual sample breakdown. From a heuristic approach, the total sample may be stratified and compared with the 1971 census along demographic features. Table II presents this comparison in simple percentages. Of even greater consequence is the simple comparison of the stratified subpopulation of total persons employed in Canada with the stratified subsample of working persons. This is shown in Table III.

TABLE I

Demographic Characteristic	Precision: e = 5%, α = 5%		Precision: e = 2.5%, α = 2.5%		Precision: e = 1%, α = 1%		Actual Sample (weighted)
	n <sub>h</sub> simple	n <sub>h</sub> inflated	n <sub>h</sub> simple	n <sub>h</sub> inflated	n <sub>h</sub> simple	n <sub>h</sub> inflated	
<b>Region</b>							
Maritime Provinces.....	33	99	175	528	1,445	4,373	630
Quebec.....	103	314	539	1,628	4,453	13,470	1,951
Ontario.....	133	402	695	2,101	5,742	17,369	2,505
Prairie Region.....	58	176	301	913	2,489	7,530	1,121
British Columbia.....	39	116	205	621	1,697	5,131	713
TOTAL.....	366	1,107	1,915	5,791	15,826	47,873	6,920
<b>Sex</b>							
Male.....	164	495	859	2,596	7,096	21,467	3,446
Female.....	180	545	940	2,844	7,771	23,507	3,474
TOTAL.....	344	1,040	1,799	5,440	14,867	44,974	6,920

TABLE I (cont'd)

	Precision: e = 5%, α = 5%		Precision: e = 2.5%, α = 2.5%		Precision: e = 1%, α = 1%		Actual Sample (weighted)
	n <sub>h</sub> simple	n <sub>h</sub> inflated	n <sub>h</sub> simple	n <sub>h</sub> inflated	n <sub>h</sub> simple	n <sub>h</sub> inflated	
Age							
14-19.....	53	171	298	902	2,464	7,453	983
20-24.....	43	132	225	682	1,862	5,632	879
25-34.....	67	204	348	1,051	2,879	8,707	1,349
35-44.....	52	149	274	831	2,265	6,853	1,176
45-64.....	93	281	486	1,469	4,014	12,144	1,868
≥ 65.....	23	72	122	369	1,007	3,047	665
TOTAL.....	331	1,009	1,753	5,304	14,491	43,836	6,920
Marital Status							
Single.....	108	325	565	1,711	4,672	14,135	1,965
Married.....	227	688	1,184	3,581	9,786	29,601	4,394
Other.....	28	83	147	446	1,215	3,674	561
TOTAL.....	363	1,096	1,896	5,738	15,673	47,410	6,920

<sup>1</sup>These were calculated based on: Statistics Canada *The Labour Force*, Nov. 1973 Cat. No. 71-001, Monthly, pp. 46, 47.



TABLE II

Demographic Characteristic	Total Sample (Weighted)	Population Estimates*
Total	6,920	15,155,595
<b>Region</b>	%	%
Atlantic Provinces	9.1	9.1
Quebec	28.2	28.0
Ontario	36.2	36.3
Prairie Region	16.2	16.2
British Columbia	10.3	10.4
<b>Community Size</b>	%	%
≥ 500,000	33.5	33.5
100,000 - 499,999	16.7	15.8
30,000 - 99,999	9.0	9.1
10,000 - 29,999	8.0	7.9
1,000 - 9,999	10.3	11.2
Rural	22.5	22.5
<b>Sex</b>	%	%
Male	49.8	49.6
Female	50.2	50.4

\*Statistics Canada, *The 1971 Census*, Vol. I and II, April 1973.

<b>Age</b>	%	%
14-19	14.2	14.2
20-24	12.7	12.7
25-34	19.5	19.4
35-44	17.0	17.0
45-64	27.0	27.0
≥ 65	9.6	9.7
<b>Marital Status</b>	%	%
Single	28.4	28.3
Married	63.5	64.5
Other	8.1	7.2

TABLE III

Characteristics	Subsample	Population Estimates*
Total	929	8,829,000
<b>Region</b>	% (nh)	%
Atlantic Provinces	5.1 (47)	7.7
Quebec	28.8 (268)	27.0
Ontario	40.0 (372)	38.6
Prairie Region	18.6 (173)	16.1
British Columbia	7.4 (69)	10.6
<b>Age</b>	% (nh)	%
15-19	7.8 (72)	9.5
20-24	15.9 (148)	15.3
25-34	30.3 (282)	24.7
35-44	18.9 (176)	19.8
45-64	26.3 (244)	28.7
≥ 65	0.8 (7)	2.0
<b>Sex</b>	% (nh)	%
Male	64.8 (602)	64.4
Female	35.2 (327)	35.6
<b>Marital Status</b>	% (nh)	%
Single	25.8 (240)	26.5
Married	68.7 (638)	68.5
Other	5.5 (51)	5.0
<b>Education*</b>	% (nh)	%
Grade 8 or less	14.3 (133)	23.5
Some Secondary School	25.1 (233)	32.4
Completed Secondary School	24.0 (223)	21.3
Some Post-Secondary		
Non-University	5.6 (52)	3.5
Completed Post-Secondary		
Non-University	8.7 (81)	6.7
Some University	10.1 (94)	3.7
Completed University	11.9 (111)	8.8

\*Statistics Canada, *The Labour Force*, Feb. 1973, Special Feature, pp. 61-65. Here the employed population 14 and over was 8,085,000.

<b>Income*</b>	%	(nh)	%
\$≥ 2,999	10.9	(101)	30.2
\$3,000 - \$4,799	13.2	(123)	18.7
\$4,800 - \$9,599	44.7	(415)	36.1
\$9,600 - \$14,999	22.1	(205)	11.0
\$≥ 15,000	8.0	(74)	4.0
Non-response	1.2	(11)	
<b>Industry</b>	%	(nh)	%
Agriculture	3.0	(28)	4.7
Forestry, Fishing, Trapping	1.0	(9)	1.3
Mines, Quarries, Oil Wells	1.9	(18)	1.4
Manufacturing	21.2	(197)	22.9
Construction	6.0	(56)	6.4
Transportation, Communication and Utilities	11.6	(108)	8.6
Trade	11.0	(102)	17.7
Finance, Insurance, Real Estate	5.7	(53)	4.7
Community Business and Personal Service	36.9	(343)	26.1
Other	1.6	(15)	6.2

\*Statistics Canada Census 1971, Reported Income 1970.

### 3. Sources of Error

In complex surveys such as the JSS, particularly when difficult measurement problems are involved, additional sources of sampling error over and above those specified by precision limitations may be present. The two main areas of error are failure to measure some of the units in the chosen sample and failure to measure the units obtained correctly.

Non-response refers to the failure to measure some units in the selected sample. With human populations this may be due to failure to locate some individuals or their refusal to answer the questions when located. For the JSS, 23% of the eligible 3064 persons refused the questionnaire outright, and 42% of the eligible persons did not mail back a completed return, that is, only 35% of those selected, returned a response to the survey. To circumvent this problem, we created the notion of an 'inflated' sample size. It is convenient to think of the population as divided into two 'strata', the first consisting of all persons for whom measurement would be obtained if the units happen to fall in the sample, and the second, of the units for which no measurements would be obtained. The composition of the two strata depends intimately on the methods used to find and obtain the data. This division into two distinct strata is an oversimplification since chance and unrecognized factors may play a part in determining whether a unit is found and measured. The sample provides no information about the non-response stratum. This would not matter if it could be assumed that the characteristics of the second stratum are the same as those of the first.

Such an assumption is implicit for ensuring a specific precision in using the inflated sample.

The second main area of error is that of measurement. Of primary importance in this field is reliability in terms of stability of the measurement instrument from one period to another.

The reliability and validity of the instrument had been established for the American Survey of Working Conditions and thus the questionnaire was felt to be acceptable in the Canadian context.



From an analytic standpoint the JSS sample exceeded the specified precision of 2.5%. This occurred both for the total sample and each stratum of the four demographic stratifications: region, sex, age, and marital status. More descriptively, comparing the total weighted sample with the 1971 Census, the sample stratified by region, community size, sex, age, and marital status is within a 1% difference. Thus the total sample is representative with respect to these characteristics. Of greater heuristic appeal is the comparison between the subpopulation of persons employed and its corresponding subsample. Compared by region, age, sex, and marital status the greatest stratum difference is minimal.

By education, however, this difference is greater for the first stratum. Over-all our subsample indicates a higher educated group than the population from which it derived. This may be due to the higher proportion of younger people in the sample vis-à-vis the population and the tendency for persons to overreport their educational attainment. In comparing income between the sample and the 1971 Census the greatest difference by stratum is somewhat high. The reason for the disparity

lies in the fact that the Census tabulates reported income for 1970. Reported income not only refers to wages and salaries but also includes federal transfer payments (unemployment insurance, old age pension, family allowance, and other assistance) interest payments, and the like, that is, it does not report employment income alone. Also during the period April 1970 - November 1973 employment income (wages and salaries) have increased by 15%-20% at least. Thus the sample reflects a larger percentage of persons in higher income strata than the Census reports. Finally, discrepancies are evident in the comparison by stratum of the percentages by industry. These are primarily due to differences in definitions in coding and the result of the self-evaluation nature of responding to the questionnaire.

In total, the sample meets the specification of 2.5% precision in terms of region, age, marital status, and sex. Furthermore, given the above qualifications, it corresponds closely to other characteristics such as community size, education, income, and industry. Although the sample contains 929 observations it is of sufficient size to perform the factor analysis.



# APPENDIX C

## The Factor Analysis<sup>1</sup>

A factor analysis was performed on the responses to the main battery of attitudinal questions in both the Work Ethic Survey and the Job Satisfaction Survey. Heuristically, the factor analytic technique indicated which statement items (also called response or observation variates) tended to cluster in a regular and predictable manner, that is, which items seemed to call upon the same attitude in evoking a response. Then the clusters (also referred to as scales or factor variates) were examined for content with respect to attitudes on work or jobs, and labelled accordingly. The rationale is that the items tend to cluster because they actually measure attitudinal aspects of the same characteristics (of work or jobs) even though their wordings are variant. Thus, it is considered that the same attitude underlies each of the items in a cluster and they simply approach it from diverse perspectives. Factor analysis provides a statistical means of indicating which of the pool of items can be used with confidence in measuring certain latent, more general attitudes.

Owing to the exploratory nature of the two surveys, the principal intention of the statistical analysis was to detect patterns in attitudes with a view to discovering new concepts and reducing the data. To this end, factor analysis was employed as a descriptive technique, from which it was hoped the latent factor variates would provide a more meaningful framework within which to consider aspects of work and jobs. Since the surveys were investigatory no a priori patterns of causality among the variates was assumed. The factor analysis was a straightforward procedure to reduce the larger number of observation variates to a more manageable set of hidden or latent factor variates which have generated the dependence or variation in the response variates. The form of the functions linking the sets of variates must be one that will generate the covariances or correlations among the observation variates. If the form of the functions is relatively simple and the latent factor variates are few in number relative to the number of observation variates, then a more compact description of the over-all dependence structure may be derived. For simplicity, linear functions are assumed; thus the observations may be considered as linear compounds of the latent factor

variates. Hence the factor analysis of the dependence structure amounts to the statistical estimation of the coefficients of the functions.

The type of factor analysis used was that of deriving principal components, which is a method of transforming a given set of observation variates into a new set of composite factor variates that are assumed orthogonal to one another. This procedure reduces the dependence structure to a number of factor variates (the principal components) which are defined as the best linear summary of the variance in the data, given the orthogonality of these factors until all the variation in the observation variates is explained. Initially, the principal component solution actually requires as many factor components as there are observation items.

The principal component factor model may be written as:

$$X_k = a_{k1} F_1 + a_{k2} F_2 + \dots + a_{kp} F_p$$

where each of the observation variates ( $X_k$ ;  $k=1, \dots, p$ ) can be decomposed as a linear function of the new orthogonal principal component factors ( $F_j$ ;  $j=1, \dots, p$ ).

An iterative procedure was used to estimate the relative proportion of variance in the over-all dependence structure related to each principal component factor in descending order. To extract these factor variances from the unreduced correlation matrix (which summarizes the standardized variance among the observation variates), the main diagonal elements of the correlation matrix were replaced with initial estimates that express the proportion of an observation variate sharing something in common with the other variates in the observation set—the squared multiple correlations for the response variates. The number of significant factor variates ( $F_j$ ;  $j=1, \dots, m < p$ ) is determined for the principal components that at least account for the average variance of the response variates; thus the factors extracted account for a sufficiently high proportion of total variance. From this set a matrix of initial factor loadings was constructed such that each observation variate could be summarized as a linear combination of the factors

$$X_k = l_{k1} F_1 + l_{k2} F_2 + \dots + l_{km} F_m$$

where ( $l_{k1}, \dots, l_{km}$ ) are the loadings which express the correlation between observation variate  $X_k$  and the reduced set of factors.

<sup>1</sup>See Morrison [83], Lawley and Maxwell [71], Harman [54], and Nie [88].



Sets of loadings obtained by factor analysis are not unique; thus in an effort to summarize the data in order to make the results of the analysis more meaningful, a method of rotation may be applied. Owing to the exploratory, descriptive nature of the surveys and to be more empirically realistic regarding attitudinal factors of work and jobs, it was not assumed that the theoretically important underlying dimensions were unrelated to one another. Thus an oblique rotation of the factors was utilized; the original requirement of orthogonal factors was relaxed. To produce the rotated factor pattern matrix the initial factor axes were permitted to rotate freely to summarize more accurately any clustering of observation variates as indicated by the data. The rotated oblique solution may be sketched:

$$X_k = l_{k1}^r F_1 + l_{k2}^r F_2 + \dots + l_{km}^r F_m$$

where the rotated loadings ( $l_{kj}^r$ ;  $j=1, \dots, m$ ) are the coefficients of the principal component factors which load on the observation variates ( $X_k$ ;  $k=1, \dots, p$ ).

Given a relatively arbitrary criterion such that for any factor only the coefficients  $l_{kj}^r \geq 0.39$  are considered relevant, only the corresponding response variates with such loadings were considered important in the construction and labelling of the latent factors. The interpretation of the factors required the identification of what element of attitudes was fostered by the observation variates inferred by the principal component factors.

Tables 1 and 2 present in descending order of importance factors and their associated response variates with the factor loadings. Despite the investigatory scope of the Work Ethic Survey, limitations in reliability and validity of the scales suggested the utilization of factors emerging from the analysis as general guidelines for subsequent research into attitude scales. Since the statement items in the Job Satisfaction Survey were tested and found reliable and valid in previous research the factors were used extensively in the explanatory analysis of attitudes to jobs.

TABLE I  
WORK ETHIC SURVEY—FACTOR ANALYSIS

Factor Variable Name	Response Variables (Statement Items)	Factor Loading
1) SENSE OF ACCOMPLISHMENT FROM WORK.	1. "I feel very good when I've completed a good day's work." (R)* .67	
	2. "I get enjoyment when I get my work done on time." (R) .66	
	3. "At the end of the day, when I have worked hard, I have a sense of accomplishment." (R) .65	
2) MINIMUM OR LOW WAGE.	1. "The minimum wage is beneath a person's dignity." (R) .72	
	2. "A person should not have to work for the minimum wage." (R) .63	

3) IMPORTANCE OF HAVING A JOB.

3. "In my mind a job that pays \$2.00 an hour is beneath my dignity." (R) .45
4. "I would rather collect Unemployment Insurance than work for the minimum wage." (R) .44
5. "I would not work for less than \$3.50 an hour." (R) .44

4) COLLECTING UNEMPLOYMENT INSURANCE.

1. "I'm the type of person who has to have a job." (R) .61
2. "I don't mind being unemployed for a while." .54
3. "I am not ready for a long-term commitment to a job." .44
4. "Being unemployed would drive me mad." (R) .40
1. "I would feel guilty if I were collecting Unemployment Insurance." (R) .60
2. "If I quit my job, I don't expect to collect Unemployment Insurance." (R) .53
3. "As long as I pay Unemployment Insurance, I expect to collect it." .46

5) PREFERENCES RE: BOSS.

1. "I won't work for a female boss." (R) .43
2. "I want to be my own boss." (R) .40

6) ACTUAL EGO-ENHANCEMENT ON JOB.

1. "I have a boss who cares about me and motivates me to do a good job." (R) .84
2. "The people I work for appreciate the work I do and take time to tell me." (R) .77
3. "My boss compliments me regularly on the job I do." (R) .72
4. "The people I work for do not appreciate what I do and treat me like a piece of machinery." .58
5. "I wouldn't leave my boss for anything." (R) .52
6. "I feel a sense of obligation to my boss because he's been fair to me." (R) .46

7) INDIFFERENCE ABOUT TYPE OF JOB.

1. "I'd work for anybody who would hire me." (R) .65
2. "I'm not choosy about the jobs I take." (R) .50
3. "If I could earn \$7.00 an hour, I would take any job." (R) .45

\*R = Recoded to reverse values before summing for scores.



8) TRADITIONAL ATTITUDES TOWARD WOMEN IN LABOUR FORCE	1. "A women's place is in the home." (R)	.56			3. "My supervisor is friendly." .41
	2. "A woman should earn money to contribute to the household." .48		2) CHALLENGE AND GROWTH.		4. "My supervisor is successful in getting people to work together." .39
9) DESIRE FOR PERSONALIZED WORKING RELATIONSHIPS.	1. "I can't work for a boss who yells or shouts." (R) .67				1. "I am given a lot of freedom to decide how I do my own work." .66
	2. "I won't work on a job where I am being watched all the time." (R) .46				2. "I am given a chance to do the things I do best." .60
	3. "I can't work for a boss who doesn't think of me as a person." (R) .42				3. "I have an opportunity to develop my own special abilities." .52
10) ACCEPTABILITY OF CONDITIONAL RETRAINING.	1. "I would agree to a condition which stated that I had to pass night school courses before I could get a raise." (R) .65		3) FINANCIAL CONSIDERATIONS.		4. "The problems I am expected to solve are hard enough." .41
	2. "I would agree to attend night school to upgrade my skills at my own expense." (R) .43				1. "My fringe benefits are good." .74
11) MEASUREMENT OF SUCCESS.	1. "The best paying jobs are those that require a lot of education." (R) .53		4) PROMOTIONAL OPPORTUNITIES.		2. "The pay is good." .54
	2. "Owning a house is a measure of a person's success." (R) .40				3. "The job security is good." .42
12) ALIENATION FROM WORK.	1. "I don't get any special satisfaction in doing a day's work." (R) .51		5) NON-HUMAN RESOURCES TO DO THE JOB.		1. "Promotions are handled fairly." .72
	2. "There are plenty of jobs that are available, but I would rather collect Unemployment Insurance than work." (R) .41				2. "My employer is concerned about giving everyone a chance to get ahead." .55
	3. "I have no special goal or purpose in life." (R) .41		6) PERSONAL RELATIONS ON THE JOB.		3. "The chances for promotion are good." .47
13) PREFERENCE FOR SUPERVISION.	1. "I want a boss who is strict." (R) .52				1. "I have enough information to get the job done." .61
	2. "I like a job where I'm supervised very carefully all the time." (R) .46		7) HUMAN RESOURCES TO DO THE JOB.		2. "I receive enough help and equipment to get the job done." .50
14) RIGIDITY.	1. "I enjoy knowing what I am going to do every day." (R) .49				1. "I am given a lot of chances to make friends." .58
	2. "I won't work unless the physical conditions suit my needs." (R) .41				2. "The people I work with are friendly." .58

TABLE II  
JOB SATISFACTION SURVEY  
— FACTOR ANALYSIS

Factor Variable Name	Response Variables (Statement Items)	Factor Loading	
1) SUPERVISOR AND SUPERVISION.	1. "My supervisor is competent in doing his/her job." .50		8) COMFORT AND CONVENIENCE OF JOB.
	2. "My supervisor is very concerned about the welfare of those under him/her." .49		1. "The hours are good." .54
			2. "I am free from the conflicting demands that other people make of me." .53
			3. "I am not asked to do excessive amounts of work." .42
			4. "Travel to and from work is convenient." .41



# APPENDIX D

## Work Ethic Survey Questionnaire

Good morning/afternoon/evening. My name is \_\_\_\_\_  
of Canadian Testing Institute. We are conducting a survey across Canada to learn more about  
what people look for in jobs. May I have a few moments of your time? Thank you.

### SCREENING

- A. First I need to have a list of all the males and females in your household between the ages  
of sixteen (16) and sixty (60) so that I can select the person I am to interview.

Please start with the oldest female and list all other females in order of their ages. Then the  
oldest male and list all other males in order of their ages.

Females

Males

1. \_\_\_\_\_ ☐  
2. \_\_\_\_\_ ☐  
3. \_\_\_\_\_ ☐  
4. \_\_\_\_\_ ☐  
5. \_\_\_\_\_ ☐  
6. \_\_\_\_\_ ☐

1. \_\_\_\_\_ ☐  
2. \_\_\_\_\_ ☐  
3. \_\_\_\_\_ ☐  
4. \_\_\_\_\_ ☐  
5. \_\_\_\_\_ ☐  
6. \_\_\_\_\_ ☐

SELECT THE APPROPRIATE MALE OR FEMALE ACCORDING TO YOUR  
SAMPLING INSTRUCTIONS. MARK WITH AN 'X' THE PERSON YOU INTER-  
VIEW.



## SECTION ONE

In order to most easily move through the interview, we need some basic information about you first. All answers and opinions will be kept confidential. Most of these first questions we need for statistical purposes only.

1. Sex: Male ☐ 6-1 Female ☐ 2
2. In which of the following age categories do you belong?
- |       |                              |             |                            |
|-------|------------------------------|-------------|----------------------------|
| 16-19 | <input type="checkbox"/> 7-1 | 35-44       | <input type="checkbox"/> 4 |
| 20-24 | <input type="checkbox"/> 2   | 45-54       | <input type="checkbox"/> 5 |
| 25-34 | <input type="checkbox"/> 3   | 55 and over | <input type="checkbox"/> 6 |
3. Are you currently . . . (READ LIST, CHECK ONE ONLY)
- a) Employed (either full-time or part-time) ☐ 8-1 GO TO Q. 8
- b) Unemployed ☐ 2 ASK Q. 6 to 7 THEN GO TO Q. 11
- c) Not in the labour force by choice; that is you are a housewife, student, retired or disabled ☐ 3 ASK Q. 4 and 5 THEN GO TO Q. 11

### QUESTIONS 4 AND 5 ARE FOR RESPONDENTS CURRENTLY NOT IN THE LABOUR MARKET.

4. Do you intend to get a job at some time in the future?
- Yes..... ☐ 9-1
- No..... ☐ 2
5. Are you . . . (READ LIST)
- Already trained for a particular type of job ☐ 10-1
- Being trained now for a particular type of job ☐ 2
- Not trained at all for any particular type of job ☐ 3

### QUESTIONS 6 AND 7 ARE FOR RESPONDENTS WHO ARE CURRENTLY UNEMPLOYED.

6. How long is it since your last job? (DO NOT READ LIST)
- Less than one month..... ☐ 11-1
- 1-3 months..... ☐ 2
- 3-12 months..... ☐ 3
- Over a year..... ☐ 4
- Never been employed..... ☐ 5
7. What is the longest period of time you have been unemployed? .....12

### QUESTIONS 8, 9, AND 10 ARE FOR RESPONDENTS WHO ARE CURRENTLY EMPLOYED.

8. Are you presently working at a . . . (READ LIST) (CHECK ONE ONLY)
- Regular full-time job with 9am-5pm hours..... ☐ 13-1
- Regular full-time job with shift work..... ☐ 2
- Regular part-time job (less than 30 hours per week)..... ☐ 3
- Seasonal job (only certain seasons but on a regular basis)..... ☐ 4
- Temporary or occasional job..... ☐ 5
- Other (specify)..... ☐ 6



9. In your present job, are you working . . .  
(READ LIST, CHECK ONE ONLY)
- For yourself..... ☐ 14-1
- For a small, private business firm..... ☐ 2
- For a large, business corporation..... ☐ 3
- For a government department or crown agency..... ☐ 4
- For an agency funded by the government but independent from it..... ☐ 5
- Other (please specify)..... ☐ 6
10. How long have you been working for your present employer . . .  
(DO NOT READ LIST)
- Less than one month..... ☐ 15-1
- 1-3 months..... ☐ 2
- 3-12 months..... ☐ 3
- One or more years, but less than five..... ☐ 4
- Five to nine years..... ☐ 5
- Ten to fifteen years..... ☐ 6
- Sixteen to nineteen years..... ☐ 7
- Twenty or more years..... ☐ 8

**ASK ALL RESPONDENTS**

11. How many jobs have you held in the last twelve months?  
(DO NOT READ LIST)
- None..... ☐ 16-1
- One..... ☐ 2
- Two..... ☐ 3
- Three or four..... ☐ 4
- Five or more..... ☐ 5
12. How many separate periods of unemployment have you had in the past twelve months? (DO NOT READ LIST)
- None..... ☐ 17-1
- One..... ☐ 2
- Two..... ☐ 3
- Three or four..... ☐ 4
- Five or more..... ☐ 5
13. Have you ever refused a job for any of the following reasons?
- |   | Yes                           | No                         |
|---|-------------------------------|----------------------------|
| a) Unsatisfactory working conditions.....                     | <input type="checkbox"/> 18-1 | <input type="checkbox"/> 2 |
| b) Unsatisfactory pay compared with what you wanted.....      | <input type="checkbox"/> 19-1 | <input type="checkbox"/> 2 |
| c) Unsatisfactory type of job.....                            | <input type="checkbox"/> 20-1 | <input type="checkbox"/> 2 |
| d) You did not want to move to where the job was located..... | <input type="checkbox"/> 21-1 | <input type="checkbox"/> 2 |
| e) Have you ever refused a job for any other reason.....      | <input type="checkbox"/> 22-1 | <input type="checkbox"/> 2 |
14. Think of where you are today. Are you . . .  
(READ LIST, CHECK ONE ONLY)
- Better off than you thought you would be five years ago..... ☐ 23-1
- Not as well off as you thought you would be five years ago..... ☐ 2
- About where you thought you'd be five years ago..... ☐ 3



15. In your opinion, do you have better than average, average, or less than average living accommodation?  
(REPEAT FOR FOOD, CLOTHES)

	Better than average	Average	Less than average
Living accommodation	<input type="checkbox"/> 24-1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Food	<input type="checkbox"/> 25-1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Clothes	<input type="checkbox"/> 26-1	<input type="checkbox"/> 2	<input type="checkbox"/> 3

16. Have you ever been desperate for . . .

	Yes	No
Food.....	<input type="checkbox"/> 27-1	<input type="checkbox"/> 2
Money.....	<input type="checkbox"/> 28-1	<input type="checkbox"/> 2
Living accommodations.....	<input type="checkbox"/> 29-1	<input type="checkbox"/> 2
Clothes.....	<input type="checkbox"/> 30-1	<input type="checkbox"/> 2
Friends.....	<input type="checkbox"/> 31-1	<input type="checkbox"/> 2
Work.....	<input type="checkbox"/> 32-1	<input type="checkbox"/> 2

17. Overall, would you consider yourself to be . . .

A very successful person.....	<input type="checkbox"/> 33-1
A somewhat successful person.....	<input type="checkbox"/> 2
Not a very successful person.....	<input type="checkbox"/> 3



## SECTION TWO

In this section we want to talk to you about your present jobs and/or any future jobs you might have.

(IF NOT CURRENTLY EMPLOYED EITHER FULL TIME OR PART TIME, SKIP TO Q. 26)

1. In a week, how many hours do you normally work? (DO NOT READ LIST)  
Less than 30 hours..... ☐ 34-1  
30 to 35 hours..... ☐ 2  
36 to 40 hours..... ☐ 3  
41 to 45 hours..... ☐ 4  
46 to 50 hours..... ☐ 5  
Over 50 hours..... ☐ 6
2. Would you classify yourself as . . . (READ LIST)  
a very conscientious worker..... ☐ 35-1  
somewhat conscientious..... ☐ 2  
not overly conscientious..... ☐ 3
3. Do you work overtime . . . (READ LIST)  
regularly..... ☐ 36-1  
rarely..... ☐ 2  
never..... ☐ 3
4. In the past month, how many days have you missed because you did not feel like going to work? (DO NOT READ LIST)  
None ☐ 37-1      6-7 ☐ 5  
One ☐ 2      8-10 ☐ 6  
2-3 ☐ 3      More than 10 ☐ 7  
4-5 ☐ 4
5. In the last two weeks, how many days have you been late? (DO NOT READ LIST)  
None ☐ 38-1      6-7 ☐ 5  
One ☐ 2      8-10 ☐ 6  
2-3 ☐ 3      More than 10 ☐ 7  
4-5 ☐ 4
- 6a) Do you personally feel . . . (READ LIST)  
a strong sense of commitment *to your job* ☐ 39-1  
a moderate sense of commitment *to your job* ☐ 2  
little/no sense of commitment *to your job* ☐ 3  
Explain. \_\_\_\_\_  
\_\_\_\_\_ 40-  
\_\_\_\_\_
- 6b) Do you personally feel . . . (READ LIST)  
a strong sense of commitment *to your employer* ☐ 41-1  
a moderate sense of commitment *to your employer* ☐ 2  
little/no sense of commitment *to your employer* ☐ 3  
Explain. \_\_\_\_\_  
\_\_\_\_\_ 42-  
\_\_\_\_\_



- 6c) Do you presently make enough money to look after your bills and expenses?  
 Yes ☐ 43-1 No ☐ 2
7. What are the chances of your leaving your present job? (READ LIST)  
 Extremely good..... ☐ 44-1  
 Possible..... ☐ 2  
 Not very likely..... ☐ 3  
 Impossible..... ☐ 4
8. Do you consider the job you have now a form of work?  
 Yes ☐ 45-1 No ☐ 2
9. Did you ever have a job that you did not really consider a form of work?  
 Yes ☐ 46-1 No ☐ 2  
 IF YES, What was it? \_\_\_\_\_ 47-  
 \_\_\_\_\_ 48-
10. How long do you intend to stay in your present job? \_\_\_\_\_ 48-  
 \_\_\_\_\_
- 11a) Which of the following statements best applies to you . . .  
 (READ LIST; CHECK ONE ONLY)  
 a) The present job I have is the only job/  
 employer I have had..... ☐ 49-1 GO TO Q. 12  
 b) I rarely change jobs..... ☐ 2  
 c) I frequently change jobs..... ☐ 3
- 11b) Which of the following statements best applies.  
 (READ LIST; CHECK ONE ONLY)  
 a) I voluntarily quit my last job..... ☐ 50-1  
 b) I was fired from my last job..... ☐ 2
12. Where do you expect to be in your job three years from now?  
 (READ LIST)  
 Advanced..... ☐ 51-1  
 At the same level..... ☐ 2  
 Other (Specify)..... ☐ 3
13. Do you think you have more ability than your job demands?  
 Yes..... ☐ 52-1 No..... ☐ 2  
 IF YES, Would you say you have . . .  
 a great deal more ability than your job demands..... ☐ 53-1  
 a little more..... ☐ 2  
 just enough to do the job..... ☐ 3
14. Do you think of your present job as a career?  
 Yes..... ☐ 54-1  
 Do you consider your  
 career as an expanding one  
 or as one which is blocked  
 beyond a certain point in  
 the future?  
 Expanding career..... ☐ 55-1  
 Blocked career..... ☐ 2
- No..... ☐ 2  
 IF NO, Do you want  
 a career?  
 Yes... ☐ 55-1 No..... ☐ 2  
 IF NO, Why not? \_\_\_\_\_ 56-  
 \_\_\_\_\_  
 \_\_\_\_\_



15. What is the best part of your job? \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

57-  
58-

Can you expand further? \_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

16. What is the worst part of your job? \_\_\_\_\_  
 \_\_\_\_\_  
 Anything else? \_\_\_\_\_

59-  
60-

17. In general, would you say your job is . . . (READ LIST)

very enjoyable.....	<input type="checkbox"/> 61-1
somewhat enjoyable.....	<input type="checkbox"/> 2
so-so.....	<input type="checkbox"/> 3
not enjoyable.....	<input type="checkbox"/> 4
drudgery.....	<input type="checkbox"/> 5

18. Considering your present job, would you agree strongly, agree somewhat, disagree somewhat or disagree strongly with these statements . . .

	Agree Strongly	Agree Somewhat	Disagree Somewhat	Disagree Strongly
A) I would like to work a little while and then get by on Unemployment Insurance..	<input type="checkbox"/> 62-1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
B) In my mind a job that pays \$2.00 an hour is beneath my dignity.....	<input type="checkbox"/> 63-1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
C) I would rather collect Unemployment Insurance than work for the minimum wage.....	<input type="checkbox"/> 64-1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4

19a) Here is a list of things people may feel a sense of commitment to. Please rank them from one to five to show which ones you personally feel the most and the least committed to. The one you rank first will be the most important to you, and the one you rank fifth will be least important, and so on for the ones in between. (HAND RESPONDENT CARD "A"; RECORD BELOW.)

19b) Now let's do the same thing and rank the same elements in terms of getting personal satisfaction from each. The one you rank first will be the one you get most personal satisfaction from, and the one you rank last will be the one you get least satisfaction from.

	Q. 19a Rank	Q. 19b Rank
Friends	65- _____	66- _____
Work	67- _____	68- _____
Church	69- _____	70- _____
Family	71- _____	72- _____
Union	73- _____	74- _____

20. Have you ever been unemployed?  
 Yes ☐ 75-1 No ☐ 2 GO TO Q. 21

IF YES, At the time you were unemployed, did you do any of the following things?  
 (READ STATEMENTS)

1. Do a different type of work while you waited for the job you wanted to become available.....	Yes <input type="checkbox"/> 76-1	No <input type="checkbox"/> 2
2. Enter a training or educational program.....	<input type="checkbox"/> 77-1	<input type="checkbox"/> 2



3. Move to another location where the work you wanted was available..... ☐ 78-1 ☐ 2
4. Work at some job and also enroll in an educational or training program..... ☐ 79-1 ☐ 2
5. Switch to another type of work altogether..... ☐ 80-1 ☐ 2  
CARD 2 DUPL 1-4; 5-2
6. Live on your own, your family's or your friends resources until you could get the work you wanted.... ☐ 6-1 ☐ 2
7. Draw government benefits (unemployment insurance, welfare) until you could get the work you wanted..... ☐ 7-1 ☐ 2

21. What is the one thing that would induce you to switch jobs?

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Can you expand further? \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

8-  
9-

22. What would you expect to earn . . . (OBTAIN ONE RESPONSE)

an hour \$ \_\_\_\_\_ per hour

or a week \$ \_\_\_\_\_ per week

or in a year \$ \_\_\_\_\_ per year

10-

23. What is the minimum pay you would work for? (OBTAIN ONE RESPONSE)

\$ \_\_\_\_\_ per hour

OR \$ \_\_\_\_\_ per week

OR \$ \_\_\_\_\_ per year

11-

24. If you were going to take a job in another company, which of the following would be *most* important in your consideration? (HAND RESPONDENT CARD B, CHECK ONE ONLY)

Higher pay..... ☐ 12-1

Better benefits..... ☐ 2

More interesting work..... ☐ 3

More security..... ☐ 4

More control over my work pace..... ☐ 5

Better chance to use my talent or ability..... ☐ 6

Better opportunity for advancement..... ☐ 7

A greater sense of accomplishment..... ☐ 8

25. If you were out of work, how would you survive? (DO NOT READ LIST; CHECK AS MANY AS APPLY.)

Welfare	<input type="checkbox"/> 8-1	Financial cushion	<input type="checkbox"/> 5
Unemployment Insurance	<input type="checkbox"/> 2	Friends or relatives	<input type="checkbox"/> 6
Parents	<input type="checkbox"/> 3		
Independently wealthy	<input type="checkbox"/> 4	Other _____	<input type="checkbox"/> 7
		(Specify)	



**ASK EVERYONE:**

26. Would you rather work . . .

- Full-time..... ☐ 14-1 GO TO  
 Part-time..... ☐ 2 Q. 27  
 Never..... ☐ 3

IF NEVER,

How would you live? (CHECK AS MANY AS APPLY.)

- Earnings from spouse..... ☐ 15-1  
 Earnings from another relative or friend..... ☐ 2  
 Your own private source (e.g. savings, bursaries, scholarships,  
 bank or government loans, investments, rental property,  
 pensions)..... ☐ 3  
 Unemployment insurance..... ☐ 4  
 Welfare..... ☐ 5  
 Other..... ☐ 6

(Specify)

27. Here is a list of things which could describe the problem or difficulty you have had or expect to have in finding a job. Please tell me which apply to you. You may choose as many as you feel are appropriate.

(HAND RESPONDENT CARD "C". CHECK AS MANY AS APPLY)

1. I don't meet the language requirements..... ☐ 16-Y
2. There is a shortage of jobs in my line of work..... ☐ X
3. I don't have enough working experience..... ☐ 0
4. I don't have enough education..... ☐ 1
5. I don't have specific skills..... ☐ 2
6. I would have problems getting someone to care for my children..... ☐ 3
7. My qualifications aren't recognized by the professional or  
 trade associations or by the union..... ☐ 4
8. My marital status is a problem..... ☐ 5
9. My race is a problem..... ☐ 6
10. I have some health problems..... ☐ 7
11. I have a physical handicap..... ☐ 8
12. I can't find a job I feel is suitable..... ☐ 9
13. I don't know where to look for a job..... ☐ 17-Y
14. I don't really know what kind of job I want..... ☐ X
15. I am too young..... ☐ 0
16. I am too old..... ☐ 1
17. My sex may be a problem..... ☐ 2
18. I have never had or don't expect to have any problems..... ☐ 3
19. My personal experience, (such as long criminal record), my working  
 record (that is, many jobs in a short period of time)..... ☐ 4

28. Rank each of the following in terms of importance to you in considering a new job. Rank them from one to nine. One means that factor is most important to you. Nine means that factor is least important to you. Be sure to give a ranking to each of the new factors.

(HAND RESPONDENT CARD "D"; WRITE IN RANK.)

- Salary.....18- \_\_\_\_\_  
 Type of work.....19- \_\_\_\_\_  
 Benefit program.....20- \_\_\_\_\_  
 Cafeteria.....21- \_\_\_\_\_  
 Easy to get to (that is, travel).....22- \_\_\_\_\_



Free parking.....	23-	_____
Noise.....	24-	_____
Friendly people.....	25-	_____
Getting hands dirty.....	26-	_____

29. In terms of the type of work that you would prefer, how attractive is each of the following forms of work to you? Would you say each is very attractive, somewhat attractive or not attractive at all? Let's start with physical work.

	Very Attractive	Somewhat Attractive	Not attractive at all
Physical work.....	<input type="checkbox"/> 27-1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Factory work.....	<input type="checkbox"/> 28-1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Work out of the city.....	<input type="checkbox"/> 29-1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Sales.....	<input type="checkbox"/> 30-1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Work for the government.....	<input type="checkbox"/> 31-1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Work for yourself.....	<input type="checkbox"/> 32-1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Assembly line.....	<input type="checkbox"/> 33-1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Secretarial.....	<input type="checkbox"/> 34-1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Maintenance.....	<input type="checkbox"/> 35-1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Professional.....	<input type="checkbox"/> 36-1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Work in a mine.....	<input type="checkbox"/> 37-1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Union.....	<input type="checkbox"/> 38-1	<input type="checkbox"/> 2	<input type="checkbox"/> 3
Small group like a Local initiatives Project.....	<input type="checkbox"/> 39-1	<input type="checkbox"/> 2	<input type="checkbox"/> 3



### SECTION THREE

NOTE: FOR THIS SECTION

1. ANYONE WHO IS WORKING FULL-TIME OR PART-TIME CAN ANSWER ALL QUESTIONS.
2. WHEN INTERVIEWING HOUSEWIVES WHO ARE NOT WORKING EITHER PART-TIME OR FULL-TIME, ASK ONLY THOSE STATEMENTS WITH AN "H" TO THE LEFT OF THEM.
3. STUDENTS NOT WORKING EITHER PART-TIME OR FULL-TIME SHOULD BE ASKED THOSE STATEMENTS WITH AN "S" TO THE LEFT.

1. Here are some ideas about work and your attitudes toward work. Please tell me whether you agree strongly, agree somewhat, disagree somewhat or disagree strongly with each.

	Agree Strongly	Agree Somewhat	Disagree Somewhat	Disagree Strongly
S I don't mind being unemployed for a while.....	<input type="checkbox"/> 40-1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
S I am not ready for a long-term commitment to a job.....	<input type="checkbox"/> 41-1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
HS A woman's place is in the home.....	<input type="checkbox"/> 42-1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
HS A woman should not have to work unless she chooses to do so.....	<input type="checkbox"/> 43-1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
S I can't work for a boss who yells or shouts.....	<input type="checkbox"/> 44-1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
S I have no special goal or purpose in life.....	<input type="checkbox"/> 45-1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
S I want a boss who is strict.....	<input type="checkbox"/> 46-1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
If I quit my job, I don't expect to collect Unemployment Insurance.....	<input type="checkbox"/> 47-1	<input type="checkbox"/> 2	3	<input type="checkbox"/> 4
S I won't work on a job where I am being watched all the time.....	<input type="checkbox"/> 48-1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
HS The best paying jobs are those that require a lot of education.....	<input type="checkbox"/> 49-1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
HS Owning a house is a measure of a person's success.....	<input type="checkbox"/> 50-1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
S I'd rather collect Unemployment Insurance than work at something I don't like.....	<input type="checkbox"/> 51-1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
I don't get any special satisfaction in doing a day's work.....	<input type="checkbox"/> 52-1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
I'm overqualified for the job I have now.....	<input type="checkbox"/> 53-1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
S I like competition in my work.....	<input type="checkbox"/> 54-1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
S I like a job that's different every day.....	<input type="checkbox"/> 55-1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
S I'm the type of person who has to have a job.....	<input type="checkbox"/> 56-1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
When things go well at work, I am happiest.....	<input type="checkbox"/> 57-1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
If I am not working or if there is not enough to do at work, I am restless and bored.....	<input type="checkbox"/> 58-1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
I work more because I like to than because I have to.....	<input type="checkbox"/> 59-1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
S I am the kind of person who likes to stay at one job forever.....	<input type="checkbox"/> 60-1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
There are plenty of jobs that are available, but I would rather collect Unemployment Insurance than work.....	<input type="checkbox"/> 61-1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
S I like a job where there is more to do than you can get done in a normal work day.....	<input type="checkbox"/> 62-1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4



	Agree Strongly	Agree Somewhat	Disagree Somewhat	Disagree Strongly
S I would not work for less than \$3.50 an hour.....	<input type="checkbox"/> 63-1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
S If I could earn \$7 an hour, I would take any job.....	<input type="checkbox"/> 64-1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
S I'd work for anybody who would hire me....	<input type="checkbox"/> 65-1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
S I would agree to attend night school to upgrade my skills at my own expense....	<input type="checkbox"/> 66-1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
S I would feel guilty if I were collecting Unemployment Insurance.....	<input type="checkbox"/> 67-1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
I feel a sense of obligation to my boss because he's been fair to me.....	<input type="checkbox"/> 68-1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
The people I work for appreciate the work I do and take the time to tell me..	<input type="checkbox"/> 69-1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
I get enjoyment when I get my work done on time.....	<input type="checkbox"/> 70-1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
I have a boss who cares about me and motivates me to do a good job.....	<input type="checkbox"/> 71-1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
I wouldn't leave my boss for anything.....	<input type="checkbox"/> 72-1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
S To me, work is a way to make money, and I don't expect to get any special satisfaction or enjoyment from doing it.....	<input type="checkbox"/> 73-1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
I work to keep up my payments/to pay my debts.....	<input type="checkbox"/> 74-1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
S I am unwilling to settle down in a permanent job at this time.....	<input type="checkbox"/> 75-1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
HS A woman should earn money to contribute to the household.....	<input type="checkbox"/> 76-1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
S I won't work for a female boss.....	<input type="checkbox"/> 77-1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
S I want to be my own boss.....	<input type="checkbox"/> 78-1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
S I can't work for a boss who doesn't think of me as a person.....	<input type="checkbox"/> 79-1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
S I won't want the same job for life.....	<input type="checkbox"/> 80-1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
As long as I pay Unemployment Insurance, I expect to collect it.....	<input type="checkbox"/> 6-1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
S I like a job where I'm supervised very carefully all the time.....	<input type="checkbox"/> 7-1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
S I'll only take a job that I've been trained for.....	<input type="checkbox"/> 8-1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
I want to take time off to spend the money I've made.....	<input type="checkbox"/> 9-1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
S I am not choosy about the jobs I take.....	<input type="checkbox"/> 10-1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
I feel very good when I've completed a good day's work.....	<input type="checkbox"/> 11-1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
S Earning a good living is the most important thing to me.....	<input type="checkbox"/> 12-1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
HS A person has to have responsibility to feel important in his work.....	<input type="checkbox"/> 13-1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
S I'd work for anybody or at anything if I had to.....	<input type="checkbox"/> 14-1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
S Being unemployed would drive me mad.....	<input type="checkbox"/> 15-1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
S I'll only take a job at something I enjoy doing.....	<input type="checkbox"/> 16-1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4

CARD 3, DUPL. 1-4, 5-3



		Agree Strongly	Agree Somewhat	Disagree Somewhat	Disagree Strongly
HS	I enjoy knowing what I am going to do every day.....	<input type="checkbox"/> 17-1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
	At the end of the day, when I have worked hard, I have a sense of accomplishment.....	<input type="checkbox"/> 18-1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
	The main reason why I work is so I can have money to do things other than basic necessities.....	<input type="checkbox"/> 19-1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
HS	There is an atmosphere of welfare for anybody who wants it in this country.....	<input type="checkbox"/> 20-1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
S	I won't work unless the physical conditions suit my needs.....	<input type="checkbox"/> 21-1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
HS	A person should not have to work for the minimum wage.....	<input type="checkbox"/> 22-1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
S	I am waiting for the right job because of the training I have.....	<input type="checkbox"/> 23-1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
	I believe I can get a better job than the one I have now.....	<input type="checkbox"/> 24-1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
S	I would agree to a condition which stated that I had to pass night school courses before I could get a raise.....	<input type="checkbox"/> 25-1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
	I feel loyal to the company I work for.....	<input type="checkbox"/> 26-1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
	I often work over-time to get my work done without any extra pay or salary.....	<input type="checkbox"/> 27-1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
	The people I work for do not appreciate what I do and treat me like a piece of machinery.....	<input type="checkbox"/> 28-1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
	I love the job I have and the place I work in.....	<input type="checkbox"/> 29-1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
	My boss compliments me regularly on the job I do.....	<input type="checkbox"/> 30-1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
S	I would not work at a place that took more than half an hour to get to.....	<input type="checkbox"/> 31-1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
HS	The minimum wage is beneath a person's dignity.....	<input type="checkbox"/> 32-1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4
2. S	For each of the following pairs which would you consider to be more important? That is, if you had to do both at the same time, which would you actually choose? (CHECK ONE FOR EACH PAIR)				
	Night school course.....	<input type="checkbox"/> 33-1	<input type="checkbox"/> 2	Work	
	Leisure activity (sport).....	<input type="checkbox"/> 34-1	<input type="checkbox"/> 2	Work	
	Friend's funeral.....	<input type="checkbox"/> 35-1	<input type="checkbox"/> 2	Work	
	Friend's wedding.....	<input type="checkbox"/> 36-1	<input type="checkbox"/> 2	Work	
	Next door neighbour's invitation for a drink.....	<input type="checkbox"/> 37-1	<input type="checkbox"/> 2	Work	
	A slight headache.....	<input type="checkbox"/> 38-1	<input type="checkbox"/> 2	Work	
	A cold (stuffed nose).....	<input type="checkbox"/> 39-1	<input type="checkbox"/> 2	Work	
	Christmas Day.....	<input type="checkbox"/> 40-1	<input type="checkbox"/> 2	Work	
	Sunday religious service.....	<input type="checkbox"/> 41-1	<input type="checkbox"/> 2	Work	
	Meeting at the church.....	<input type="checkbox"/> 42-1	<input type="checkbox"/> 2	Work	
	Taking son to a hockey game Saturday morning.....	<input type="checkbox"/> 43-1	<input type="checkbox"/> 2	Work	
3. S	Are there industries you would not work at because of a personal sense of moral principle?				
	Yes.....	<input type="checkbox"/> 44-1	No.....	<input type="checkbox"/> 2	
4.	Do you ever come to work on your own to catch up because there is so much to do?				
	Yes.....	<input type="checkbox"/> 45-1	No.....	<input type="checkbox"/> 2	
5.	Are you the kind of person who arrives . . . (READ LIST)				
	early every day.....	<input type="checkbox"/> 46-1			
	right on time.....	<input type="checkbox"/> 2			
	a few minutes late every day.....	<input type="checkbox"/> 3			



6. If you had the money to pay for the following services, would you hire somebody to do them or would you do them yourself?

	Hire Someone	Do Myself
Paint the inside of house.....	<input type="checkbox"/> 47-1	<input type="checkbox"/> 2
Finish a recreation room.....	<input type="checkbox"/> 48-1	<input type="checkbox"/> 2
Gardening.....	<input type="checkbox"/> 49-1	<input type="checkbox"/> 2
Maintain furnace equipment.....	<input type="checkbox"/> 50-1	<input type="checkbox"/> 2
Simple carpentry work.....	<input type="checkbox"/> 51-1	<input type="checkbox"/> 2

7. Which of these do you . . .

(HAND CARD "A" TO RESPONDENT AGAIN. CHECK ONE FOR EACH STATEMENT)

	Friends	Work	Church	Family	Union
Depend on for success.....	<input type="checkbox"/> 52-1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Depend on for personal satisfaction.....	<input type="checkbox"/> 53-1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Depend on for self-fulfillment..	<input type="checkbox"/> 54-1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Gives you greatest respect.....	<input type="checkbox"/> 55-1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Rarely lets you down.....	<input type="checkbox"/> 56-1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5
Gives you greatest enjoyment..	<input type="checkbox"/> 57-1	<input type="checkbox"/> 2	<input type="checkbox"/> 3	<input type="checkbox"/> 4	<input type="checkbox"/> 5

8. S Here are a list of things. Pick the three that are the most important goals in your life.

Money.....	<input type="checkbox"/> 58-1	Recreation.....	<input type="checkbox"/> 5
House, property.....	<input type="checkbox"/> 2	Travel.....	<input type="checkbox"/> 6
Clothes.....	<input type="checkbox"/> 3	Friends.....	<input type="checkbox"/> 7
Family.....	<input type="checkbox"/> 4		

9. S Of the following five things, which allows you to get the most important goals in your life? (CHECK ONE ONLY)

Work.....	<input type="checkbox"/> 59-1	Friends.....	<input type="checkbox"/> 4
Church.....	<input type="checkbox"/> 2	Union.....	<input type="checkbox"/> 5
Family.....	<input type="checkbox"/> 3		

10. Which of the following best describes the way you feel about work? I work . . . (CHECK ONE ONLY)

to provide food for my children.....	<input type="checkbox"/> 60-1
to keep me busy.....	<input type="checkbox"/> 2
as a form of recreation.....	<input type="checkbox"/> 3
to make extra money for the purchase of property.....	<input type="checkbox"/> 4



## SECTION FOUR

### BASIC DATA

Now we would like to obtain some information about you. This is for classification purposes only and is strictly confidential.

1. Are you . . .

- |                |                               |
|----------------|-------------------------------|
| Married.....   | <input type="checkbox"/> 61-1 |
| Single.....    | <input type="checkbox"/> 2    |
| Divorced.....  | <input type="checkbox"/> 3    |
| Widowed.....   | <input type="checkbox"/> 4    |
| Separated..... | <input type="checkbox"/> 5    |

2. Do you live in a . . .

- |                |                               |
|----------------|-------------------------------|
| House.....     | <input type="checkbox"/> 62-1 |
| Apartment..... | <input type="checkbox"/> 2    |
| Townhouse..... | <input type="checkbox"/> 3    |
| Other.....     | <input type="checkbox"/> 4    |

(Specify)

3. Do you rent or own your place of residence?

- |            |                               |
|------------|-------------------------------|
| Rent.....  | <input type="checkbox"/> 63-1 |
| Own.....   | <input type="checkbox"/> 2    |
| Other..... | <input type="checkbox"/> 3    |

(Specify)

4. How many people are dependent on the principal wage earner of your household for support? (DO NOT READ LIST. CHECK ONE ONLY)

- |                    |                               |
|--------------------|-------------------------------|
| None.....          | <input type="checkbox"/> 64-Y |
| One.....           | <input type="checkbox"/> X    |
| Two.....           | <input type="checkbox"/> 0    |
| Three.....         | <input type="checkbox"/> 1    |
| Four.....          | <input type="checkbox"/> 2    |
| Five.....          | <input type="checkbox"/> 3    |
| Six.....           | <input type="checkbox"/> 4    |
| Seven.....         | <input type="checkbox"/> 5    |
| Eight.....         | <input type="checkbox"/> 6    |
| Nine.....          | <input type="checkbox"/> 7    |
| Ten.....           | <input type="checkbox"/> 8    |
| More than ten..... | <input type="checkbox"/> 9    |

(Specify)

5. How many children in each of the following age categories are there living in your household?

(READ LIST. WRITE IN NUMBER BESIDE EACH AGE RANGE)

- |                           |       |     |
|---------------------------|-------|-----|
| Under 5 years of age..... | _____ | 65- |
| 5-12 years of age.....    | _____ | 66- |
| 13-16 years of age.....   | _____ | 67- |
| 17-21 years of age.....   | _____ | 68- |
| Over 21 years of age..... | _____ |     |



6. In which of the following education categories are you?  
(READ LIST; CHECK ONE ONLY)
- None..... ☐ 69-Y
- Some public school..... ☐ X
- Completed public school..... ☐ 0
- Some high school..... ☐ 1
- Completed high school..... ☐ 2
- Some university/college..... ☐ 3
- Completed university/college..... ☐ 4
- Technical school..... ☐ 5
- Community college..... ☐ 6
- CEJEPS (Quebec only)..... ☐ 7
7. Sometimes our nationality or religious backgrounds make us think of ourselves not only as Canadian, but as related to other countries as we call ourselves 'French' or 'English' or 'Jewish'. Thinking of your background, what would you call yourself?  
(DO NOT READ LIST)
- |               |                               |               |                            |                |                            |
|---------------|-------------------------------|---------------|----------------------------|----------------|----------------------------|
| English.....  | <input type="checkbox"/> 70-Y | French.....   | <input type="checkbox"/> 2 | German.....    | <input type="checkbox"/> 6 |
| Scottish..... | <input type="checkbox"/> X    | Jewish.....   | <input type="checkbox"/> 3 | Ukrainian..... | <input type="checkbox"/> 7 |
| Polish.....   | <input type="checkbox"/> 0    | Irish.....    | <input type="checkbox"/> 4 | Dutch.....     | <input type="checkbox"/> 8 |
| Italian.....  | <input type="checkbox"/> 1    | Yugoslav..... | <input type="checkbox"/> 5 | Other.....     | <input type="checkbox"/> 9 |
- (Specify)
8. Before you were eighteen years old did you for the most part live in . . .  
(READ LIST)
- A rural or farm area..... ☐ 71-1
- A village or town..... ☐ 2
- A city of less than 25,000 people..... ☐ 3
- A city of 25,000-50,000 people..... ☐ 4
- A city of 50,000-100,000 people..... ☐ 5
- A city of 100,000-200,000 people..... ☐ 6
- A city of over 200,000 people..... ☐ 7
9. What is your occupation?..... 72-
10. IF EMPLOYED, would you say that in your company you are at a . . .
- Junior level..... ☐ 73-1
- Middle level..... ☐ 2
- Senior level..... ☐ 3
11. Are you or is any member of your household a member of . . .  
(READ LIST)
- |   | Yes                           | No                       |
|---|-------------------------------|--------------------------|
| A union.....  | <input type="checkbox"/> 74-1 | <input type="checkbox"/> |
| An employees' association, federation or council..... | <input type="checkbox"/> 2    | <input type="checkbox"/> |
12. How much income do *you yourself* earn before taxes?  
(DO NOT READ LIST; CHECK ONE ONLY) (CHECK NEAREST AMOUNT)
- Over \$20,000..... ☐ 75-Y
- (Specify)
- \$16,000-\$20,000..... ☐ X
- \$14,000-\$15,999..... ☐ 0
- \$12,000-\$13,999..... ☐ 1



\$10,000-\$11,999..... ☐ 2  
 \$9,000..... ☐ 3  
 \$8,000..... ☐ 4  
 \$7,000..... ☐ 5  
 \$6,000..... ☐ 6  
 \$5,000..... ☐ 7  
 \$4,000..... ☐ 8  
 \$3,000..... ☐ 76-Y  
 \$2,000..... ☐ X  
 \$1,000..... ☐ 0  
 None/nothing..... ☐ 1

13. Which of these are current sources of income for you? You may name as many as apply.  
(READ LIST; CHECK ALL THAT APPLY)

	Yes	No
Earnings from your own job or own business if self-employed.....	<input type="checkbox"/> 76-2	<input type="checkbox"/>
Earnings of another relative or friends (parents, children, uncles etc.).....	<input type="checkbox"/> 3	<input type="checkbox"/>
Your own private source, such as savings, bursaries, bank, scholarships, government loans, investment, rental property, pensions.....	<input type="checkbox"/> 4	<input type="checkbox"/>
Unemployment insurance.....	<input type="checkbox"/> 5	<input type="checkbox"/>
Welfare.....	<input type="checkbox"/> 6	<input type="checkbox"/>
Other.....	<input type="checkbox"/> 7	<input type="checkbox"/>

(Specify)

14. Taking into account all sources of income for your family or household, before taxes, in which of the following categories would your household income fall? (DO NOT READ LIST; CHECK ONE ONLY) (CHECK NEAREST AMOUNT)

Over \$20,000..... <input type="checkbox"/> 76-8	\$9,000..... <input type="checkbox"/> 1	\$4,000..... <input type="checkbox"/> 6
(Specify)		
\$16,000-\$20,000..... <input type="checkbox"/> 9	\$8,000..... <input type="checkbox"/> 2	\$3,000..... <input type="checkbox"/> 7
\$14,000-\$15,999..... <input type="checkbox"/> 77-Y	\$7,000..... <input type="checkbox"/> 3	\$2,000..... <input type="checkbox"/> 8
\$12,000-\$13,999..... <input type="checkbox"/> X	\$6,000..... <input type="checkbox"/> 4	\$1,000..... <input type="checkbox"/> 9
\$10,000-\$11,999..... <input type="checkbox"/> 0	\$5,000..... <input type="checkbox"/> 5	

CITY..... 79-80-

RESPONDENT'S NAME.....

RESPONDENT'S ADDRESS.....

TELEPHONE NO.....

INTERVIEWER'S NAME.....

INTERVIEWER'S NUMBER.....

DATE OF INTERVIEW.....

FOR OFFICE USE ONLY:

Coded by.....

Checked by.....

Verified by.....

Keypunched by.....



# Job Satisfaction Survey Questionnaire

## ASK EVERYONE

CIRCLE: MR.  
MISS  
MRS. \_\_\_\_\_ PHONE NO: \_\_\_\_\_ NONE \_\_\_\_\_

MAILING  
ADDRESS: \_\_\_\_\_ TOWN: \_\_\_\_\_ PROV: \_\_\_\_\_

INTERVIEW NO. \_\_\_\_\_ ON LOCATION NO. \_\_\_\_\_

- A. IF THIS HOUSEHOLD IS LOCATED IN A RURAL AREA (i.e., A COMMUNITY OF LESS THAN 1,000 POPULATION OR OPEN COUNTRY) ASK:
- B. SEX: MALE..... 1  
FEMALE..... 2

- a) Is there more than one acre in this property? YES..... ☐ ASK b) NO..... 1
- b) Last year, did you sell more than \$50 worth of products grown or raised on this property? YES..... 2  
NO..... 3

- C. What is your marital status? are you (READ LIST)  
Single?..... 1 Married?..... 2 Widow(er), Divorced,  
Separated?..... 3

- D. What is your position in this household? (READ LIST IF NECESSARY)  
Male Head..... 1 Female Head..... 2 Son..... 3  
Daughter..... 4 Other Male..... 5 Other Female..... 6

- E. Mother tongue—What was the language you first spoke in childhood and still understand?  
English..... 1 French—(Quebec Interview)..... 2  
French—(Non-Quebec Interview)..... 3  
Other: (CIRCLE CODE & SPECIFY)..... 4

- F. (HAND CARD) Would you mind telling me which letter on this card corresponds to your age or age group?

### INTERVIEWER ESTIMATE EXACT AGE—YEARS

- |                        |                                 |
|------------------------|---------------------------------|
| a) 10–11 Years..... 01 | j) 24 Years..... 10             |
| b) 12–14 Years..... 02 | k) 25–29 Years..... 11          |
| c) 15–17 Years..... 03 | l) 30–34 Years..... 12          |
| d) 18 Years..... 04    | m) 35–39 Years..... 13          |
| e) 19 Years..... 05    | n) 40–44 Years..... 14          |
| f) 20 Years..... 06    | o) 45–49 Years..... 15          |
| g) 21 Years..... 07    | p) 50–64 Years..... 16          |
| h) 22 Years..... 08    | q) 65 Years and<br>Over..... 17 |
| i) 23 Years..... 09    |                                 |



### ASK EVERYONE

G. What was the name of the last school you attended? How far did you go?

	SOME	GRADUATED
Public/elementary school (Grades 1-8—Quebec grades 1-7).....	1	2
Secondary/high school (Grades 9-13—Quebec grades 8-12).....	3	4
Technical/Senior college (Above grades 12 or 13— Quebec CEGEP/college classique).....	5	6
University.....	7	8
No formal schooling.....		9
Refused.....		0
Any additional schooling.....		

H. What is your occupation? TYPE OF JOB: \_\_\_\_\_

TYPE OF COMPANY: \_\_\_\_\_

Retired, Pensioned.....	09
Student.....	10
Unemployed.....	11
Homemaker Only.....	08
Homemaker employed outside home?	
Part-time?..... (STATE JOB).....	
Full-time?..... (STATE JOB).....	

### I. ASK EVERYONE 15 YEARS OF AGE AND OVER

- (a) Are you presently employed in a job? Yes.....  
No.....
- (b) We are doing a study about how Canadian workers feel about their jobs and we would like to leave you a questionnaire to complete and mail back to us in this prestamped envelope.

INTERVIEWER: BE SURE TO FILL OUT NAME, ADDRESS, INTERVIEW NUMBER AND LOCATION NUMBER BEFORE HANDING QUESTIONNAIRE TO RESPONDENT—CHECK FOLLOWING.

RESPONDENT ACCEPTED QUESTIONNAIRE.....1  
RESPONDENT REFUSED QUESTIONNAIRE.....2

DATE: \_\_\_\_\_

INTERVIEWER'S SIGNATURE \_\_\_\_\_

EMPLOYEE NUMBER: \_\_\_\_\_

Thank you for agreeing to participate in this survey. By asking you these questions, we hope to learn more about how Canadians feel about their jobs.

Please do *not* think of this as a "test". There are no "right" or "wrong" answers. All of your opinions provide us with valuable information, so please answer each question as frankly and accurately as possible.

If, for any reason you cannot complete this questionnaire, please do not give it to anyone else to finish. The usefulness of this survey depends upon careful control in the selection of respondents. We have selected you, thus it is important that we have your opinions only.

We have asked our interviewer to fill in your name and address and some numbers at the top of the questionnaire. These will be used to match you up with the questions we asked you earlier. We want to tabulate your answers and those of the other respondents by occupation and by age, etc. All the information is fed into computers and under no circumstances will your name be used or released to anyone.

If we call you or write to you it will only be to verify our interviewers work, which is a standard procedure in the Market Research Industry.

When you have completed the questionnaire, please return it to us in the enclosed self addressed envelope within the next four days.

Your co-operation is greatly appreciated.

Canadian Facts Company Ltd.



CIRCLE: MR. \_\_\_\_\_ LOCATION NO: \_\_\_\_\_ INTERVIEW NO: \_\_\_\_\_  
MISS \_\_\_\_\_ (16/19) (20)  
MRS. \_\_\_\_\_

ADDRESS: \_\_\_\_\_ CITY: \_\_\_\_\_ PROVINCE: \_\_\_\_\_

For each question in this study we would like *one* answer. Please answer each question by circling the number opposite your answer. These numbers are code numbers which will be read by the computer.

To show you what we mean, here is an example:

Example

Question: How long have you been in the job or position you now have?

Your Answer: Two years

Then you would circle your answer opposite statement d) as follows:

- |  |   |
|--|---|
| a) Less than 3 months.....                               | 1 |
| b) Less than 6 months but at least 3 months or more..... | 2 |
| c) Less than 1 year but at least 6 months or more.....   | 3 |
| d) Less than 5 years but at least 1 year or more.....    | ④ |
| e) 5 years or more.....                                  | 5 |

1. How long have you been in the job or position you now have?

- |  |   |
|--|---|
| a) Less than 3 months.....                               | 1 |
| b) Less than 6 months but at least 3 months or more..... | 2 |
| c) Less than 1 year but at least 6 months or more.....   | 3 |
| d) Less than 5 years but at least 1 year or more.....    | 4 |
| e) 5 years or more.....                                  | 5 |

2. Is this a full-time job?

- |          |   |
|----------|---|
| Yes..... | 1 |
| No.....  | 2 |

3. Into which of these broad groups does your monthly OR yearly income fall—before deductions?

- |   |   |
|---|---|
| a) \$249 per month or less, OR \$2,999 per year or less.....                                    | 1 |
| b) From \$250 to \$399 per month, OR from at least \$3,000 to \$4,799 per year.....             | 2 |
| c) From at least \$400 to \$799 per month, OR from at least \$4,800 to \$9,599 per year.....    | 3 |
| d) From at least \$800 to \$1,249 per month, OR from at least \$9,600 to \$14,999 per year..... | 4 |
| e) \$1,250 per month or more, OR \$15,000 per year or more.....                                 | 5 |

4. Into which of these industry types does your present job or position fall? If you are not sure please write in, the space provided below. (Please Circle Both Digits Of The Code Number Together—FOR EXAMPLE 15)

- |   |    |
|---|----|
| a) Farming.....                                     | 01 |
| b) Other agriculture.....                           | 02 |
| c) Forestry, Fishing or Trapping.....               | 03 |
| d) Mining.....                                      | 04 |
| e) Pulp and Paper Industry.....                     | 05 |
| f) Garment Industry.....                            | 06 |
| g) Food Processing.....                             | 07 |
| h) Other Manufacturing Industries.....              | 08 |
| i) Construction.....                                | 09 |
| j) Transportation, Communication and Utilities..... | 10 |
| k) Trade (Wholesale Trade, Retail Trade).....       | 11 |
| l) Finance, Insurance, Real Estate.....             | 12 |



- m) Hotel..... 13
- n) Community, Business, Other Personal Service  
Industries, Public Administration and Defence..... 14
- o) Not Sure Or Other (Please Specify Your Job And Type of Company)

5. All in all, how satisfied would you say you are with your job? Are you . . . ?
- very satisfied..... 1
- somewhat satisfied..... 2
- not too satisfied..... 3
- not at all satisfied..... 4
6. Knowing what you know now, if you had to decide all over again whether to take the job you now have, what would you decide? Would you . . . ?
- decide without hesitation to take same job..... 1
- have some second thoughts..... 2
- decide definitely not to take the job..... 3
7. If a good friend of yours told you (he/she) was interested in working in a job like yours for your employer, what would you tell (him/her)? Would you . . . ?
- strongly recommend it..... 1
- have doubts about recommending it..... 2
- advise (him/her) against it..... 3
8. If you were free to go into any type of job you wanted, what would your choice be? Please select the *one* that best describes the choice you would make today.
- a) Same as now..... 1
- b) Would want to retire or not work..... 2
- c) Some other job..... 3
- d) Don't know..... 4
9. In general, how well would you say that your job measures up to the sort of job you wanted when you took it? Would you say it is very much like, somewhat like, or not very much like the job you wanted?
- a) very much like..... 1
- b) somewhat like..... 2
- c) not very much like..... 3
10. Have you ever been unemployed since you first started working at any job?
- Yes..... 1
- No..... 2
11. What is more important to you in a job? Please select *one* of the two choices.
- a) Salary or pay..... 1
- b) Interesting or challenging work..... 2
12. Everybody has some idea about what they would look for in *choosing* a job. Here are some statements that people might make about jobs. For *each* statement we would like you to tell us how important the thing in the statement would be *to you* in *choosing* a job. If it is very important circle code 1, somewhat important circle code 2, not too important circle code 3 or if it is not at all important circle code 4.

	Very Important	Somewhat Important	Not Too Important	Not At All Important
a) I am given a lot of chances to make friends.....	1 .....	2 .....	3 .....	4 .....
b) the chances for promotion are good.....	1 .....	2 .....	3 .....	4 .....
c) the people I work with are friendly .....	1 .....	2 .....	3 .....	4 .....

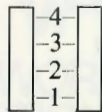


	Very Important	Somewhat Important	Not Too Important	Not At All Important
d) I have an opportunity to develop my own special abilities	1 .....	2 .....	3 .....	4 .....
e) travel to and from work is convenient	1 .....	2 .....	3 .....	4 .....
f) I receive enough help and equipment to get the job done	1 .....	2 .....	3 .....	4 .....
g) I am not asked to do excessive amounts of work	1 .....	2 .....	3 .....	4 .....
h) the work is interesting	1 .....	2 .....	3 .....	4 .....
i) I have enough information to get the job done	1 .....	2 .....	3 .....	4 .....
j) the pay is good	1 .....	2 .....	3 .....	4 .....
k) I am given a lot of freedom to decide how I do my own work	1 .....	2 .....	3 .....	4 .....
l) I am given a chance to do the things I do best	1 .....	2 .....	3 .....	4 .....
m) the job security is good	1 .....	2 .....	3 .....	4 .....
n) the problems I am expected to solve are hard enough	1 .....	2 .....	3 .....	4 .....
o) my supervisor is competent in doing (his/her) job	1 .....	2 .....	3 .....	4 .....
p) my responsibilities are clearly defined	1 .....	2 .....	3 .....	4 .....
q) I have enough authority to do my job	1 .....	2 .....	3 .....	4 .....
r) my fringe benefits are good	1 .....	2 .....	3 .....	4 .....
s) the physical surroundings are pleasant	1 .....	2 .....	3 .....	4 .....
t) I can see the results of my work	1 .....	2 .....	3 .....	4 .....
u) I can forget about my personal problems	1 .....	2 .....	3 .....	4 .....
v) I have enough time to get the job done	1 .....	2 .....	3 .....	4 .....
w) my supervisor is very concerned about the welfare of those under (him/her)	1 .....	2 .....	3 .....	4 .....
x) I am free from the conflicting demands that other people make of me	1 .....	2 .....	3 .....	4 .....
y) the hours are good	1 .....	2 .....	3 .....	4 .....
z) my supervisor is successful in getting people to work together	1 .....	2 .....	3 .....	4 .....
aa) promotions are handled fairly	1 .....	2 .....	3 .....	4 .....
bb) the people I work with take personal interest in me	1 .....	2 .....	3 .....	4 .....
cc) my employer is concerned about giving everyone a chance to get ahead	1 .....	2 .....	3 .....	4 .....
dd) my supervisor is friendly	1 .....	2 .....	3 .....	4 .....
ee) my supervisor is helpful to me in getting my job done	1 .....	2 .....	3 .....	4 .....
ff) the people I work with are helpful to me in getting my job done	1 .....	2 .....	3 .....	4 .....
gg) the people I work with are competent in doing their jobs	1 .....	2 .....	3 .....	4 .....
hh) the people I work with are helpful	1 .....	2 .....	3 .....	4 .....



13. We would like to know about the job you are presently employed in. On the next page you will find the same list of statements as in question number 12. At the top of the page we have a picture of a ladder like the one below.

VERY TRUE



Not At All True

The top of the ladder says, "very true" and the bottom says "not at all true". The steps of the ladder are numbered 1 to 4.

For each statement we want you to circle the number of the step which best describes how true this statement is about the job you now hold. The higher the number you circle, the more true you find the statement in describing things about your present job. It is important to remember that you are describing the job as it really is.

VERY TRUE



Not At All True

How true is this statement about the job you now hold?

Please circle one number for each statement:

	Not At All True Step 1	Step 2	Step 3	Very True Step 4
a) I am given a lot of chances to make friends.....	1 .....	2 .....	3 .....	4 .....
b) the chances for promotion are good.....	1 .....	2 .....	3 .....	4 .....
c) the people I work with are friendly.....	1 .....	2 .....	3 .....	4 .....
d) I have an opportunity to develop my own special abilities.....	1 .....	2 .....	3 .....	4 .....
e) travel to and from work is convenient.....	1 .....	2 .....	3 .....	4 .....
f) I receive enough help and equipment to get the job done.....	1 .....	2 .....	3 .....	4 .....
g) I am not asked to do excessive amounts of work.....	1 .....	2 .....	3 .....	4 .....
h) the work is interesting.....	1 .....	2 .....	3 .....	4 .....
i) I have enough information to get the job done.....	1 .....	2 .....	3 .....	4 .....
j) the pay is good.....	1 .....	2 .....	3 .....	4 .....
k) I am given a lot of freedom to decide how I do my work.....	1 .....	2 .....	3 .....	4 .....
l) I am given a chance to do the things I do best.....	1 .....	2 .....	3 .....	4 .....
m) the job security is good.....	1 .....	2 .....	3 .....	4 .....
n) the problems I am expected to solve are hard enough.....	1 .....	2 .....	3 .....	4 .....
o) my supervisor is competent in doing (his/her) job.....	1 .....	2 .....	3 .....	4 .....



	Not At All True Step 1	Step 2	Step 3	Very True Step 4
p) my responsibilities are clearly defined.....	1	2	3	4
q) I have enough authority to do my job.....	1	2	3	4
r) my fringe benefits are good.....	1	2	3	4
s) the physical surroundings are pleasant....	1	2	3	4
t) I can see the results of my work.....	1	2	3	4
u) I can forget about my personal problems.....	1	2	3	4
v) I have enough time to get the job done.....	1	2	3	4
w) my supervisor is very concerned about the welfare of those under (him/her).....	1	2	3	4
x) I am free from the conflicting demands that other people make of me.....	1	2	3	4
y) the hours are good.....	1	2	3	4
z) my supervisor is successful in getting people to work together.....	1	2	3	4
aa) promotions are handled fairly.....	1	2	3	4
bb) the people I work with take a personal interest in me.....	1	2	3	4
cc) my employer is concerned about giving everyone a chance to get ahead.....	1	2	3	4
dd) my supervisor is friendly.....	1	2	3	4
ee) my supervisor is helpful to me in getting my job done.....	1	2	3	4
ff) the people I work with are helpful to me in getting my job done.....	1	2	3	4
gg) the people I work with are competent in doing their jobs.....	1	2	3	4
hh) the people I work with are helpful.....	1	2	3	4

THANK YOU AGAIN FOR YOUR CO-OPERATION



