

JOB SATISFACTION AND
THE UTILIZATION OF SKILLS

Proper job assignment is important to morale as well as to efficiency.

This fact has been demonstrated by numerous studies made by the Research Branch of the Special Service Division since Pearl Harbor.

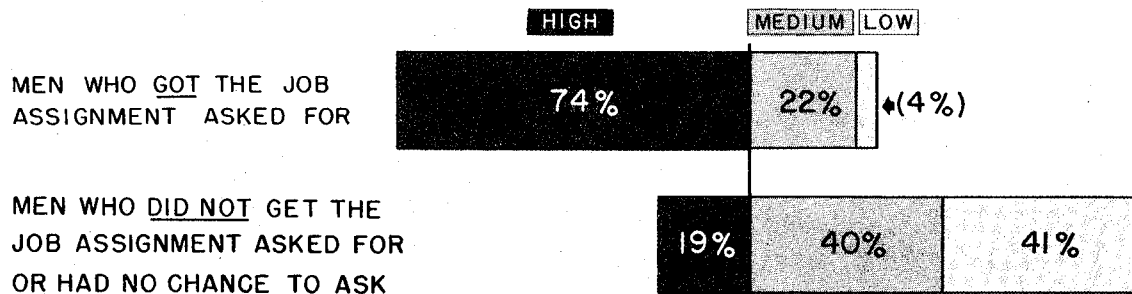
The material presented in this section is based on surveys of representative cross-sections of white enlisted men in the Continental United States in the spring of 1943.



JOB SATISFACTION OF MEN WHO GOT THE ASSIGNMENT THEY CHOSE . . . compared with other men

JOB SATISFACTION

Percentage of men in each group who have high, medium, and low satisfaction



Based on a cross-section of men in the Army over 3 months, April, 1943

QUESTIONS forming JOB SATISFACTION SCALE

1. On the whole, do you think the Army is giving you a chance to show what you can do?
2. Would you change to some other job if given a chance?
3. Do you feel that everything possible has been done to place you in the Army job where you best fit?
4. Do you think your ability and experience fit you better for some other job or duty?
5. How satisfied are you about being in your present Army job instead of some other job?
6. How interested are you in your Army job?



MEN LIKE THEIR ARMY JOBS . . .

IF THEY GET THE JOBS THEY ASK FOR

Men come from civilian life with thousands of specialized skills. Only a fraction of these can be used by the Army. Even if classification and assignment worked perfectly in matching men to Army jobs, many men would have to be placed in jobs they would not choose.

Surveys of the Research Branch of the Special Service Division show that a man's job satisfaction depends in great measure on his success in securing a job he chooses for himself.

Men who are given no choice of job and those who ask for a job but fail to get it are usually much less satisfied with their jobs. These facts are charted on the opposite page, and the questions used in establishing relative job satisfaction are presented.

It is obvious that classification and assignment cannot be so arranged as to meet every soldier's desires in the matter of job choice. Under the time pressures of war, decisions must be made quickly, and mistakes will sometimes be made.

Where reassignment of dissatisfied men is impossible, explanations of the reasons for the present assignment may be helpful.

Job dissatisfaction is a more acute problem in some arms and services than in others. Details on this point appear on the following pages.

JOB SATISFACTION VARIES
WITH ARM AND SERVICE

The Air Corps has the highest proportion of men who were given the job they asked for. This branch also contains the largest proportion of men with high job satisfaction scores.

Infantry is at the opposite extreme. It has the smallest percentage of men serving in jobs they chose and the smallest percentage of men with high job satisfaction scores.

Further study will be required before the reasons for the sharp difference between the different arms and services can be ascertained. A study of classification, assignment and job satisfaction in selected ASF-trained branches is now in progress.

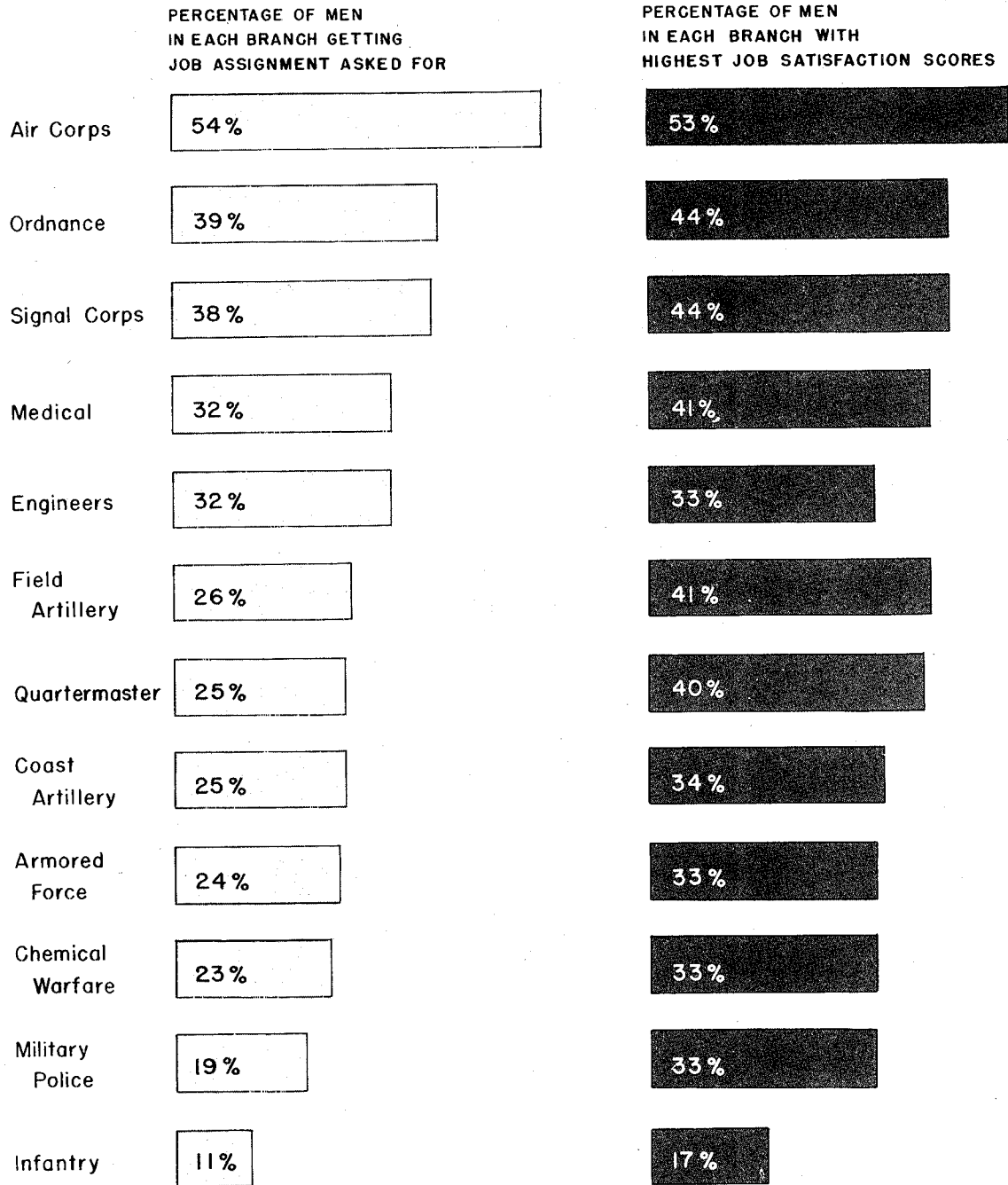
**BRANCH DIFFERENCES IN JOB SATISFACTION
EXIST OVERSEAS**

About one man in five in the Middle East Command expresses dissatisfaction with his job assignment.

Men in ASF-trained units are twice as likely to be critical of misclassification as men in bomber and fighter squadrons. The latter, however, are more critical of excessive routine duties and failure to utilize skills than are ASF-trained men.

AIR CORPS LEADS, INFANTRY TRAILS

in job choice and job satisfaction



From a cross-section survey of men in the Army over 3 months, April 1943

JOB SATISFACTION IS GREATEST
AMONG MEN USING THEIR
TECHNICAL TRAINING

Nine Air Corps men out of every ten trained in Army technical schools report that this training is being used in their present assignments.

In other arms and services, seven out of every ten say they are using their Army technical school training in their present jobs.

Half the men who say their technical school training is wasted score low in job satisfaction.

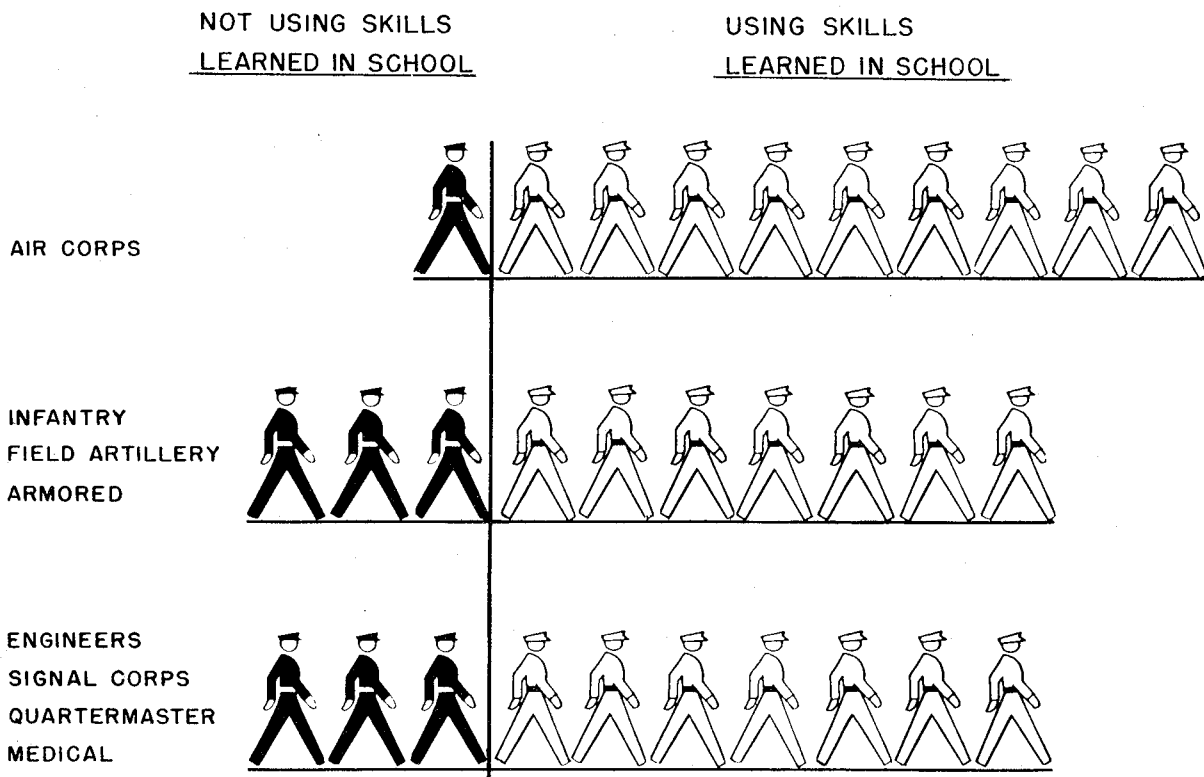
Only one man in six who says his technical school training is used scores low in job satisfaction.

Men want to attend Army technical schools. Nine out of ten graduates of Army technical schools (a number which includes many men who feel they are not now using their training) are glad they attended. Six out of ten men who have not attended these schools say they wish they had been sent.



9 OUT OF 10 AIR CORPS TECHNICAL SCHOOL GRADUATES ARE USING THEIR TRAINING

. . . not so high for other branches



EACH SYMBOL REPRESENTS 10 % OF THE TECHNICAL SCHOOL GRADUATES