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INTRODUCTION

- 1. No greater can be made about the immediate anxieties of this drama. Doubtless uncertainty, rumour and nostalgia engendered a dependency. (Ephraim and Zimmerman (1963))
- 2. A manager is someone employed to supervise somebody who is also a supervisor.

APPENDIX ONE: FOOTNOTES

- 3. 'As long as our organizations remain dynamic - which is, of course, only a hopeful promise - the organization will still be a place where there is a conflict between the individual as he is and wishes to be and the role he is called on to play. This is a potential conflict, and the other efforts to explicate it through adjustment may well intensify it.'

Whyte, 1956: 135

- 4. Later I hope to put this data to good use.
- 5. If 'management life attracts two kinds of writers, the jokers and the impeccably serious' (Frost, 1969:489) then I fall in the latter category.

APPENDIX ONE: Fragments of Culture

The supportive bibliography for references made herein can be found in Volume One. This separation has been made to facilitate usage.

- 6. It may seem unkind to refer to this process as foolish when (Archibald, 1969). I mean to especially criticise the most silliness of Thompson's (1968) 'Up the Organization'

FOOTNOTES

INTRODUCTION

1. No guesses can be made about the immediate anxieties of this drama. Doubtless uncertainty, rumour and nostalgia compounded a despondency: Rapheal and Zimmerman (1963).
2. A manager is someone employed to supervise somebody who is also a supervisor.
3. 'As long as our organization remain dynamic - which is, of course, only a hopeful premiss - the organization will still be a place in which there is a conflict between the individual as he is and wishes to be and the role he is called on to play. This is a perennial conflict, and the sheer effort to exorcise it through adjustment may well intensify it.'

Whyte, 1956: 135

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CHAPTER ONE: Fragments of Culture

1. As capitalism is national feudalism, so corporationism is international capitalism. The master-hireling-slave structure is now as near global as the masters can make it.
2. It may seem unkind to refer to this phrase as foolish wisdom (Archimedes', 1969) I mean to especially criticise the smart triteness of Thompson's (1969) 'Up the Organization'

and Peter's (1969) 'The Peter Principle'. These books amuse and bemuse managers. They present the contradictions of the structure as if they were the hilarious culpabilities of its incumbents. They are the book equivalent of the best selling postcard 'You don't have to be made to work here: but it helps!'

3. John Child gave this list of goals in conversation.

CHAPTER TWO: The Stress of a Position

1. Goffman (1961:24) speaks of 'bolting down' and it seems good imagery for the process that takes place. 'His self is systematically, if often unintentionally, mortified!'
2. Role conflict has been heavily studied. Biddle and Thomas (1966:383-429) bring Gross, Mason and McEachern's (1958) review up to date. Gross et al. observed that expectations are not necessarily congruent and that incongruence produces a variety of conflicts and 'accommodations' to them. They found this to be so after up to 18 hours of interview with school superintendents (headmasters in the English experience). Kahn et al. (1964) considered role relationships as a system and devised an episode involving continuous changes as expectations passed through action and the focal and counter positions.

As this chapter continues my plagiarism of these works is made manifest. Richard A. Lewis (1967) provided me with a language of role analysis which I have freely used.

Richard also shared in the development of the concept of stress to the point at which I could use it.

The empirical uses of the concept of role illustrated its strength and diversity. Bates (1955) writes of a location in a social structure which is associated with a set of social norms bearing upon a position. This makes role part of position; it is that part which tends towards normative consistency. I have kept my assumptions simple. There has been no attempt to spill over the analysis to that of related behaviour as the problems of relating role to personality are not approached. Nevertheless, the influence of Levinson (1959) and Jacobson et al. (1951) is clear. No reference is made, however, to the potential of role to lead to ideal conceptions (Reissman 1949, Daniels 1961, Motz 1952); the formal properties that might pull role theory out its mire (Hage and Marwell, 1965), or the propaganda potential of 'playing at a role', Victoroff (1964).

3. I am now aware of making the error of a 'reified social consciousness' (Urry 1970) and accept that this mechanical model neither approximates to reality nor facilitates its development (cf. Williams 1969, and Kahn, 1964:73)

'We urge acceptance of the role set by leaders of organisation as the key unit for the achievement of change. The role set is not neutral to attempts at changing the behaviour of an individual; it characteristically opposes or reinforces those efforts. Its proper utilisation in the change process can not only increase the probability that real change will be achieved; it can also make the process relatively conflict-free, and bring the organisation closer to meeting that relentless demand on all open systems: to change appropriately in response to environmental demands for change.'

Nevertheless, I have used role as simply 'a set of expectations

about a given position', Gross (1958:5). It was on completion of the study that I realised the prospect from a perspective of the existential person in the bureaucratic position.

4. The term 'syndrome' has been borrowed from behaviouristic psychology. An 'anxiety syndrome' is demonstrated by a tidy experiment. The floor of a rat's cage is electrified. A curve is plotted of the rat's 'resistance' to this treatment. The graph curves upwards as the rat fights, then levels off and drops finally. The end of the graph represents the rat lying on the electrocuting floor (Morgan 1956, chapter five).

The stress syndrome as it is characterised here also has some basis in the systems analysis concept of 'critical path'. A unit of action is portrayed as a critical path for the man's senses. Johnson et al. (1963:ch.1).

5. The matrix of correlations between these questions or items is given for this scale and all subsequent putative scales, in Volume 2, Appendix 2. The matrix shows the intercorrelation values between the items. It is held that the item responses constitute interval level data and that they are eligible for Pearson product-moment correlations. The response data used was not, however, tested for normality beyond an 'eye-ball' examination of the means and standard deviations. That is, there was no 't' test used for the normal distribution criterion of usage for product-moment correlation. This lapse of statistical etiquette was occasioned by oversight on my part.

The matrix of correlation indicates which items go forward to be used as the scale for intra-sender conflict. The Alpha coefficient (see Volume 2, Appendix 3) is the value of their intercorrelations. Those items which do not correlate above 0.05 level of significance with all other items are rejected. There is no discussion of why particular questions do not give answers that vary similarly with the answers to other questions to which they appear 'at face value' to be related (McKennell 1970).

6. The development of the idea ^{of} inconsistency in orders is due to Grusky (1958) as distinct from conflict between roles (Gullahorn 1955).
7. The distinction between means and ends applies in contexts where institutional power is used to create wealth, growth and prosperity for a few. The distinction is fallacious in a social context where means are ends; where people act and then reflect on the evidence of their experiment. Beyond the context of organisations it is not possible to devise future forms without some experience of their possible contents or to categorise initial experience in order to assert likely social forms.

As Weick (1969, 64) has it, 'This is the most crucial feature of the enacted environment. Stated bluntly, we can know what we've done only after we've done it. Only by doing is it possible for us to discover what we have done. One can also state this in stimulus-response language: only when a response has been completed does the stimulus become defined.'

8. Practicality was separated from legitimacy by Pugh (1966) in a study of industrial inspectors. His terms were role articulation (understanding) and role activation (action).
9. The categorisation of practicality and overload can also be seen as matters of effectiveness - achieving ends - and efficiency - achieving ends within given criteria. These are adaptations of Barnard's usage (1938).
10. A job description is an attempt to specify, crystallise major and minor tasks; it makes accountability more direct and definite. Initially attempts at written job descriptions are met by apprehension and derision from job holders. They are apprehensive about how much of their work will be found out and become public knowledge, and worry ^{about} how much more work will be written about. Latterly, job descriptions have also been regarded with deference. They can be used defensively - a person can point to his job description to show that an obligation is not in his patch. The use of job descriptions in this way is made the more likely by the taboo on declaring salary and perquisites.
11. I do not equate equity with the ideas of time-span (the span of discretion) and equitable payment. To take the length of discretion granted for a task is not to relate equity to the person's sense of equity. 'Time-span' seems to be a measure of institutional trust. (Jaques 1956)
12. Etzioni (1964: 65-67) sums this paradox with the term 'calculative compliance'.
12. Hyman (1971) clears this subject considerably by representing fairness as an ideology pervading the economics of industrial

relations and concerns himself with the way in which it obfuscates bargaining and limits it to reward, thereby directing attention away from control.

14. This term and its stipulative definition have been taken direction from Kahn et al. (1964:73)

'A direct function of the discrepancy between the information available to the person and that which is required for adequate performance of his role.'

15. To see an expectation as a stimulus needing only a response is to rob it of its intricate content. Each time something is said it has to be understood. Interpretation, decoding, attention and flexing for action precede any selection and creation of response. Throughout there is a dialogue between creativity and constraint, novel response or patterned response. Habits are the insistent recreation of patterned responses and actions. Habits can make it difficult for a person to break down a pattern to pave his way through the elements of what is said and done.
16. These seem to be everyday representations of the properties which Schein (1965: 60-63) ascribes to 'complex man'.
17. I learned much from W. J. Goode's (1960) 'Theory of Role Strain' though I have not used it explicitly. It seems a more subtle and sensitive idea than my own of stress, as exemplified by Mitchell's (1958) account of his research.
18. 'When, for instance, a military leader takes upon himself the responsibility for an attack and sends a number of men to their death, he chooses to do it and at bottom he alone chooses. No doubt he acts under a higher command, but its orders, which are more general, require interpretation by

him and upon that interpretation depends the life of ten, fourteen or twenty men. In making the decision, he cannot but feel certain anguish. All leaders know that anguish.'
Satre (1948: 32)

19. '..... into his conception of "alienation" Marx has jammed his highest and most noble image of man - and his fiercest indignation about the crippling of man by capitalism. And he has the strong tendency to impute in an optative way, the judgments to the psychological realities of the work men do and the life men lead. Often these are not the realities men experience. The question of the attitude of men towards the work they do, in capitalist and in non-capitalist societies, is very much an empirical question, and on to which we do not have adequate answers. At any rate, to say the least, the condition in which Marx left the conceptions of alienation is quite incomplete and brilliantly ambiguous.' Mills (1962: 111)

The empirical work that has been done on alienation recently is one of the rare instances of accumulative effort. Clark (1959) has the essence of alienation to be 'the discrepancy between the power a man believes he has and what he believes he should have - his estrangement from his rightful role' (850). There is here the tone of resentment and the implication of resentment. Pearlin (1962) related alienation to the nature of authority structure and opportunity structure whilst his scale was used by Zucher et al. (1965) to see how culture varies in its interests on authority and opportunity.

Inevitably this work and that of Blauner (1964) avoids a direct concern with the anti-person nature of work. Like Marx, the researchers assume that the man wants to work and his problems are: at what? and, under what conditions? Further, the modifications of Marx's metaphor may be a product of the researcher's projection:

'The words "meaningless", "powerlessness", and "normlessness" which are used to characterise the dimensions of alienation, have a special application to the experience of the contemporary intellectual: the meaninglessness of his life is its lack of social goal; his powerlessness reflects the intellectual's self-description, "we have no social class with which to work"; his normlessness is the fact that his socialist ethic is gone, and the recognition that it is all careerism', Feuer (1962, 1963: 144)

20. Schoonmaker (1969) takes aspects of alienation, without saying so, and relates them to the situations of anxiety in executives. His chapters are on 'powerlessness', and 'rootlessness' for example. Anxiety, he rightly sees as more than a bit of bother. He quotes Rollo May (1943:44):

'This is what anxiety does to a human being; it disorients him, wiping out temporarily his clear knowledge of what and who he is, and blurring his view of reality around him. This bewilderment - this confusion about who we are and what we do - is the most painful thing about anxiety.'

And anxiety is kept going by this same pain. The anxious man becomes curt, blunt and rigid in his expression; others remind him of another self with cajoling and careful condemnation. His anxiety is made worse by being able to see a more relaxed alternative but being unable to move and know it.

21. The conflict and ambiguity scores are not comparable. It is not possible to say that 'one boss creates more conflicts

than another'. The scores offer a comparison between the respondents and not between that to which they responded.

CHAPTER THREE: The Power of a Position

1. The title alludes to a line in Alun Owen's play 'The Rose Affair'. A physician sweeps past a servant into the private chambers of a favoured princess, 'Ah, the power of a degree', the flunkey demurs.
2. Though the total of managers in this study is 76, only 62 completed all interviews and questionnaires. For the correlation between items in scales as many respondents as possible are used. For the correlation between scales the study strictly applied to 62 managers. And for $n = 62$, the levels of significance have correlation values of:
 $0.05 = 0.250$ $0.01 = 0.325$ ($n-2 = 60$ d.f.)
 Garrett (1947)
3. The F-value is the means by which the scores are compared, it takes account of the variation in scores within and between the groups and asks the extent to which the groups are homogeneous and consistently different amongst themselves. Moroney (1951: 233-236)
4. This proposition is guided by my interpretation of a study of industrial supervisors where senior and junior foremen reported more conflict over formal procedure than did middle foremen. Fletcher (1969). Lopreato (1969) astutely related this phenomenon to elite theories.
5. Power, influence and authority can slip through the analyst's fingers while he shifts his grip on their definitions.

Brown (1964) gets in a mess as he is not clear on either the structural base of power or its superstructure of authority - and succeeds in losing influence in his patterning. Golembiewski (1964) also ties himself in knots by lacing up his approaches to authority as types and losing sight of both power and people. Bierstedt's (1950) fine paper offers a beginning for comprehension:

'power is latent force, force is manifest power and authority is institutionalised power; technically it may be observed that all definitions are ultimately circular.'

Here there is the recognition that power is the principle of, potential for, and actual expression of coercion.

Behind power, so to speak, is the institutional capacity to make anybody do anything. In the narrow terms of this research

'Power is, by definition, the ability to induce change in the behaviour of others is institutional in the sense that it gives control of organisational resources and thereby control of persons' Kahn and Boulding (1964:3-4)

and

'When the confusions between authority and power, and authority and legitimacy are cleared away, it will be found that a common meaning underlies the various usages of the term. When it is especially difficult or impossible to demonstrate rationally the adequacy of a course of action to the requirements of a situation, assent may be secured by relating technical requirements to values, beliefs or truths transcend the particular judgments involved. Authority denotes this mode of securing assent.' Friedrich (1964)

In organisations expertise and rapport can be distinguished from deference, Presthus (1960) and can be so distinguished by incumbents, Evan and Zelditch (1961). My use of power and influence are a sustained attempt to learn from Van Doorn (1962).

6. My determination to use the term dominance stems from a brief, instructive conversation with Sami Zubaida. In that small space of time he convinced me that domination was a dialectical process and not to be confused with the mechanical concept of authority. My elaboration of the meaning of dominance comes from a wish to clarify its startling complexity (cf. Bierstedt 1950).

I have nothing but scorn for concepts such as managerial style, Reddin (1967), and leadership style which my treatment of dominance may fleetingly resemble. These conceptions of management are based on some mischievous simplifications in the social scientific understanding of the industrial world. They are primarily rhetorical; exhorting managers to shift their manners, behaviour or even 'images' to engineer more satisfied subordinates and hopefully more production.

Management is beset with parasitic wellwishers who for fat fees produce unlikely analyses that insist on their concept's utility and subordinate all other matters to it. These charlatans are still doing very nicely as managers feel unable to cast away the crutches that keep them crippled. This is not, however, to criticise the patient researches of men like Read (1962) and Rosen (1961) on dominance sub-propositions.

7. Dominance can be detected in cliches. Cliches close a subject to investigation by stating the problem and answer simultaneously with mysterious simplicity. Cliches negate the rephrasing of problems and the creation of alternatives. Cliches circle issues preventing attempts to enter them,

break the issue apart and re-order the wording to consider its reasoning and thence the ways of reasoning one's way out of the problem. Cliches dominate thinking because they prevent reasoning. Dominance creates and sustains cliches because reasoning is its undoing. Consequently one would expect to find a wealth of cliches surrounding dominance itself.

8. The concept of structure refers to the pattern of parts and to the principle of their partitions. Possibly the most impressive feature of organisations is that they are contrived or man-made. The organisation is an official myth: it is the juxtaposition of offices and officialdom, which means there is a position per person and an enforceable constitution. A position is a structural lacuna or part. It exists definitively when it is not occupied. Others can tell you what they want an appointee to do but they are less precise about what he does when he has occupied the position for a time. (Fletcher 1969b). Evan (1963) makes impressive use of this and other 'structural facts' to coalesce into firm measures of the manifold hierarchies in the structure.
9. The guiding work for this account of the ruler is the 'I Ching or Book of Changes' (Baynes 1951).
10. The idea and terms have been taken from Dalton (1959: ch.1).
11. Were this a treatise on alienation in managers, the observation that they control in order to be in control might be subject to further speculation. In many researches alienation is from work, the worker is estranged from the product, its meaning and purpose. The manager, too, is estranged from what he does and he is further or 'doubly alienated' by not making anything.

He has nothing to show at the end of the day; his non-production being continuous.

12. E. C. Hughes refers to these properties as licence and mandate. Licence is 'to carry out certain activities which others may not', whilst mandate is 'to define what is proper conduct of others towards the matters concerned with their work' (1958:78)
13. All correlations are Pearson product-moment that use the cross-product and covariance of these data. The correlations were calculated by a computer statistical analysis XDS3/15 which is the statistical package of the University of Aston in Birmingham's ICL 1900 computer.
14. Obviously there is no suggestion here that the closer a person feels bossed the more illegitimacy he is liable for. Closeness does not cause this. It is that closeness is an aspect of dominance through power to rank. The more close the supervision the more rank is being pulled; the sharper the distinction drawn between you and the boss, the more junior you are made to feel and critically the less rights you have over what you do.
15. This mechanical view of decisions was developed to use March and Simon's ideas (1959) in a study of supervisors' conflict with the system (Fletcher 1969b).
16. Being a manager can demand hypocrisy: the necessity of saying one thing and believing another; of saying that you believe something when you have no idea what you really think and a readiness to emphasise agreement when a fashionable word is mentioned and believe that there must be some agreement in principle.

17. The development of this perspective is an attempt to put the skills shown by Coates and Pellegrin (1957) to further constructive use.
18. They closely resemble the two mid-points on Tannenbaum and Schmidt's (1958) continuum. They are also comparable with MacGregor's (1960) Theory X and Theory Y. No manager espoused Macmurray's (1958) gleeful benevolent autocracy or other variants of paternalistic fascism.
19. No philosophy is a means to an end. A philosophy is about ends and includes the means as an integral part of its fabric. The managers here are reluctant to hold, and say they hold, views of practical authority on democracy. These views are seen as icing on the cake, as a veneer that thinly covers the obvious fact. They have the power to manipulate, and are obliged to manipulate, a stress remarked upon before from a different perspective.
20. Janus could be the organisational ventriloquist.
- 'The organisational ventriloquist is the leader, or, rather, the pseudo leader who always makes it seem as though somebody else is talking. He does not say "Here is the choice that I have made; here is the decision which I am responsibly making and for which I will bear responsibility". He is more likely to say "The boss, the big chief, wants us to do it this way", or, "The whole organisation requires it", or, "It is the policy of the company, you see".'
- Kahn and Boulding (1964:28)
21. Consequently, alternative 4 is used for the reconstruction of the 'responses'.
22. As an elucidation of an observation made in Chapter One, this entails acting with avowed deference during the infrequent contracts with its members. Accepting, in brief, that the

Board as a sort of royalty to whom one is courteous and cheerful.

23. The 'power structure' is often discussed as a delicate, sensible mechanism - an interlocking tapestry of communication, co-ordination and control. These terms are little more than a rallying call to the blind and the brave. They cause interminable discussions on what they mean. They are terms of form which deny the relevance of content. They need to be reversed or negated to see why there is a problem. The problems are those of the terms' opposites: of secrecy, syncophancy and sabotage. There are problems with being kept in the dark; surrounded by yes-men and having one's efforts, and by implication oneself, stabbed in the back. 'Politics' creates these problems. The core problem with politics, in Mersey and Midland, is its suppression. This suppression demands release. Many are deeply involved in nervous concern. Politics is suppressed because of its fever-like qualities. There is the euphoria of breaking the bonds of suppression and the hazards of exposure to the simple realities that make the fates of men. The danger being that they will affect the forces that so shape them.
24. There is a myth in the relationship between a manager and his boss. Roughly, it suggests that the manager's immediate boss is an idiot, a fool. He seldom listens, he barely concentrates and he rarely understands. He might understand if told very hard, very often. But, so the story goes, the next boss up, the boss's boss, is just the opposite. He is a kind man, a good man, a man of great understanding.

The problem with this fellow is getting his ear, is finding a way of speaking with him - managing to corner him in a corridor long enough to stumble through a sentence. The sentence conveys a whole week's work of good thought. It is meant for this deserving, decisive, man.

25. The manager must, however, go to all committees and sit right through 'just in case anything affects me'. By the same token if he calls a meeting he must invite everyone who might conceivably have an interest.
26. The richness of this metaphor is partly due to the manager's experience of the military and war. In the past, managers have fought for their country. The metaphor is kept alive by the ceaseless, pervasive warning of our time.
27. The scheme has been taken from Bakke (1950) and the category of interrelationship with the environment added as a biproduct of a project with John Child. Not all Bakke's resources have been included. Those missing are 'land' and 'operational field'. They could have been used, but were omitted because I wrongly thought them unimportant and difficult to operationalise. 'Land' is included in the more general category of technical control. 'Operational field' is reconceptualised as meaning interrelationship with the environment. An alternative scheme could be to type activities as mental, manual and information receiving, though it might not enable as much rigour (Palmer and McCormick 1961).
28. The systemic view adopted does not imply that I hold that the company should be seen as a system or organisation. Both concepts are central to the theoretical presentation

of ideologies of administrative control. They place primacy upon means/ends relationships and rationality in these relationships. They obscure more than they reveal and collude with the controllers. Neither abstracts above both capital and labour. Further, the tendency may well be to turn work and the work place into a machine but a company remains a vital, human, enterprise. I have, as we say, adopted a systemic view of object relations for heuristic purposes.

29. There are three weaknesses in this scheme that become obvious when the activities are specified. There are missing categories (packaging and despatch, inspecting and engineering design are not directly mentioned). There is a disproportionate emphasis on supervision and administration. And the classifications in technical control and administration are poorly related to resources.
30. A questionnaire by Hemphill (1960) was examined. It listed more than four hundred activities in which executives could be engaged. The list provided a number of activities for direct use and a number which could be used after modification. Then further activities were devised to supplement those selected or altered, to fulfil the system scheme. Rules for modifying Hemphill's work were as follows:
- (a) Elimination of overlapping notions; each activity to refer to one set of actions.
 - (b) Reduction in length, to prune to the minima specifications such as 'explanation to staff members and/or other employees of the relationship of their work to the objectives of the company' (B141)

- (c) Standardisation of format; opening with an action norm.
 - (d) Elimination of biased adjectives such as 'deserving' employees (B33)
 - (e) Systematisation of response range; excluding 'don't know' and grading the alternatives through a continuum.
 - (f) Construction of explicit reference to policy, procedure, change and continuity.
 - (g) Specification of time and place wherever possible.
 - (h) Selection by compatibility with system scheme.
31. No attempt has been made to enter the decision as a process. Each area or task is abruptly simplified to a task. It would have been more thorough to ask of power in initiating problems; searching for solutions; firming proposals and enforcing conclusions. (The most important part of this process is the extent to which alternatives can be sought by experimentation.) Schoonmaker (1969) makes a useful distinction between a decision and a pre-programmed action:
- 'When a man makes a decision, he may have a fairly clear set of expectations, but he does not know what will happen. If he does know what will happen, he has not made a real decision; he has simply been a part of some routine.' (57)
- Boulding's (1966) theoretical consideration of the making and relevance of management decisions is particularly valuable.
32. Everyday usage makes continuity a matter of coping with change. Here continuity means 'keeping things going by doing the same thing.'

33. The metaphor which likens the employee to an unwilling donkey is that of the 'cane and the carrot'.
34. Such conflicts range from telling the manager to get stuffed (insisting on being left alone), offering the manager out (pressing the conflict of ideas to that of physical force) and organising amongst workers to dispense with the manager, management, or owners (activating a union of militants).
35. The production manager at Mersey had succeeded in making welfare a production rather than a personnel concern. His reasoning was that the working man seeks:
- (1) continuity of labour
 - (2) 'reasonable' take-home pay
 - (3) 'reasonable' working conditions both as an environment and in terms of welfare provisions.

These three features he held to be interwoven and simple. There were to be no gimmicks (no 'balloons'). He had appointed six welfare assistants and intended to increase the number to seventeen. The welfare assistants were in part for 'tea and sympathy' and in part to enable workers to retire. 'We try to educate them down to retirement.' They are interviewed by a welfare assistant to establish their financial circumstances and outside interests. 'If they really have nothing we offer them a 6 to 10 shift.' He hoped to have a permanent Citizen's Advice Bureau on the site. Later that year he left in the hope of becoming a primary school teacher.

36. Or, alternatively, the company is a giant cauldron seated upon a great furnace into which base materials are thrown and from which beautiful finished goods flow.
37. Profit buys many semi-finished and finished parts for its products and this activity is overlooked in the scores dealing with raw materials.
38. This categorisation is convenient but not strictly conceptually accurate. Administration involves the intertwining of resources. Administration can be regarded as connective tissue between all parts of the company. This would not be consistent with the systemic view adopted here. Administration in terms of paper work and clerical work does not really fit as a throughput of raw materials, but it is one throughputting of raw materials and convenient to deal with in this location.
39. There could, too, have been a scale for the acquisition of capital equipment.
40. To consider a resource as a resource is an idea.
41. 'Reading management journals' (4) seems a pastime in comparison. It is unlikely that the standard questioning really applies to this activity. Its answers have been omitted from subsequent analysis.
42. A system has three principles in its definition, a finite number of parts, each part having a relationship with at least one other part, and a capacity to create and control its own change coupled with a capacity to accommodate to changes brought about by other related systems.

43. £28,000 to the Conservative Party, which declares the desired managerial politics indirectly and disturbed the five socialist and two liberal managers.
44. At this point it may be clear that the tasks developed by Hemphill (1960) relate more to a mass production company with domestic consumers than they do to a batch production company with a tied single consumer.
45. Managers are in receipt of many a lavish invitation to join in the great exchange of ideas, use machines with panache and partake of the new benefits from the developing science of management. Usually they do not have the time to join in. Nor do they have the gall to ask for large sums in guineas for a few days in London.
46. It is a subjective measure of an objective condition, i.e., it is assumed that managers have seriously considered each task in the light of their job and accurately evaluated the extent to which they do have the last word. It may even be questioned whether or not it is an objective condition to have the last word in terms of these tasks. But it is certainly the case that the managers themselves have made their own evaluations. Without the assumption that managers have accurately evaluated their tasks, the measure is really of some aspect of the managers' psychological make-up. In these terms those who have filled it all in may have been doing it to please me; inflating their own ego; or enjoying a jest. Whilst those who registered few scores may have omitted parts out of boredom; modesty; discretion with a view to disguising their power and powerlessness, or

inability to fathom the tasks' relevance to the prospects of the day that they were facing.

47. And this, of course, assumes that tasks so specified are indeed universal. For example, what is 'having a say', what is 'participation in decision making' in these terms? These woolly, common ideas do refer to the extent to which managers have power. The activities specify the areas in which managers have a say. The range of possibilities from always having the last word to infrequently doing so may well indicate a range of participation but it must be said quite clearly that in no sense are these more imprecise ideas of power coped with by this measure.
48. It is a little more difficult to reason that an increase is correlated with a decrease than it is to reason two tendencies in the same direction. The problem being: how does more of one thing produce less of another? The answer lies in the content of these things, in the content of the property and related experience.
49. This is a way of arriving at the trouble spots of management by another route. That is, by suggesting the neutrality or partiality of resources by virtue of their correlation with particular sorts of stress.
50. 'Status' as relative prestige is not necessarily uni-dimensional nor is it synonymous with authority. Prestige 'may perhaps best be said to represent the subjective value granted to the perceived cluster of habits, objects and expectations associated with the statuses of a given position' (Caplow 1954: 39). Caplow identifies four

characteristics of social status stratification. The use of prestige here is in terms of objective indications; the pay and perks of the managers' positions. These indicators were developed with the help of Miller and Form (1964:478-486) particularly the reprinted Exec-chart from Weinberg and Shabat (1956:150).

51. These negotiations suggest both the subjective value of office possessions and the partially subjective nature of the apparently objective measure.
52. 'I have the best secretary on the site. She's my industrial wife. She's got phenomenal rapport with union men and fantastic pride in my job. She polishes my table every day, sends my birthday cards and fixes every trip I make.'
53. I would need to be into these fiddles for myself and even then it would be difficult to estimate how much each manager benefitted from them.
54. Dining hall facilities determine who will meet whom in a relatively relaxed atmosphere. The more select the dining room the more select the clientele, and the greater the likelihood of meeting the important group and central staff visiting the firm.

CHAPTER FOUR: The Responsibility of a Position

1. I was not a manager at Profit nor did I watch each manager for days from a concealed vantage point.
2. Accounts was a group function at Mersey and Midland. I was discouraged from studying this department.

3. Roy Payne suggested this form of question. It uses the meaning of priority as something which comes first and necessitates the dropping of other things in order to tackle it successfully. This implies a somewhat mechanical aspect to a task and overlooks the possibility of a number of important tasks being assailed simultaneously and more particularly a possible complementarity between apparently discrete tasks. Technically, then, the working definition of priority is roughly hewn, though it does afford an opportunity for the manager to mark how important he thinks the task is.
4. The most obvious dimensions of variability are frequency and intensity. As Mercer (1968) writes, more satisfying concepts would include dimensions of generality and substitutability. Sadly I read Mercer after the concepts were constructed and operationalised.
5. Typically, these were the first two activities in each subscale.
6. Crozier (1964:296-314) and Blau (1956:90) have observed the disabling and protective functions of bureaucracy. Crozier tells of the 'patron' in French culture, an upright man at the head of his family and table, collecting fresh bread and good wine on the way home. The patron is independent. He seems to have his spiritual roots in a small farm. Crozier says that bureaucracy makes and protects each 'patron-employee's' empire. It does so at the cost of intolerable inefficiency and this produces a crisis. The crisis is an end to rules, an abandonment of due process, during which

each patron moves into a more tolerable location, work method and rhythm. Rigid bureaucracy descends again and protects these new positions and the making of the next crisis begins.

Blau reasons:

'An analysis of instances of extreme rigidity in hierarchical organisations reveals that they are usually associated with fear of superiors..... Bureaucratic superiors cannot generally censure a subordinate for following official regulations exactly, regardless of how inefficient or ridiculous such action may be in a particular case. Hence feelings of dependency on superiors and anxiety over their reactions engender ritualistic tendencies.'

7. Snoek (1966):

'..... the greater the diversity of organisational positions occupied by the individual's day to day associations, the greater the likelihood that his associates will hold conflicting goals, values and role expectations.' (371)

Thomas (1959) takes a more wholistic conception of diversity and also reasons that the smaller the 'unit' the more consensus; greater breadth of role conception; higher ethical commitment and better quality of work performance in welfare officers.

8. In early interviews the manager was asked to say whom he met, on what subject and for how long. This questioning was abandoned after one manager spent over two hours endeavouring to complete it.

9. Further extension of the idea of contact into an indication within the 'organisational structure' constitutes the basis of simple measures of power. There are four immediate measures and seven units of data.

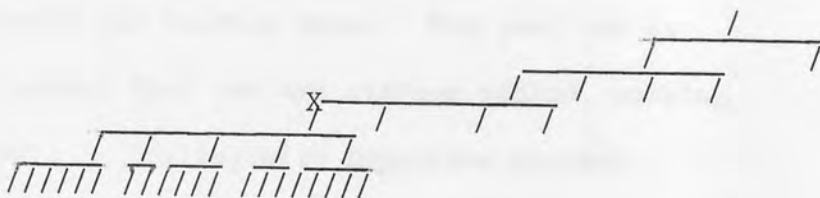
Measures:

1. number of levels above
2. number on each level
3. number of levels below
4. number on each level below

An example (for position indicated X):

Level

6
5
4
3
2
1



DATA

1. number of positions above 7
2. number of levels above 3
3. coefficient of number and levels above $(4 \times 4) + (2 \times 5) + (1 \times 6)$
4. number of positions below 25
5. number of levels below 2
6. coefficient of number and levels below $(2 \times 5) + (20 \times 1)$
7. coefficient of 3 and 4
$$\frac{(2 \times 5) + (20 \times 1)}{(4 \times 4) + (2 \times 5) + (1 \times 6)}$$

If Profit's organisational charts had been complete, this method would have been used.

10. One of Jerald Hage's criteria for the construction of items was to be time-specific and place-specific wherever possible; to adapt to the respondent's cycles of epochs of experience. The manager thought about these questions and openly calculated the results. Trips away from the factory were often noted in diaries and managers counted them. In one case an executive had his secretary check through his diary and sent me a memorandum later.

11. With exceptions by virtue of weak correlations.
See Appendix 2.
12. No comment has been omitted.
13. If the manager is close to an executive this facility may be important. For, in addition to his arrival being conditioned by that of the 'bottom', his departure is conditioned by that of the top. The rough rule is - don't move until the headman does. For your car is evidence, a symbol that you are staying behind, working on, responsibly dealing with important matters. There may, however, be a dash on just after he goes, with a number of managers slipping out smartly in Indian file. At Mersey the problem was particularly acute for those managers with prestigious places near the group suite of offices. For the Managing Director had access to a private flat on top of the suite. He may not be going: in which case you have to go anyway. If he is staying he can see you leave. On days when this Managing Director was at the factory, group executives could be seen pacing their offices and peering out of the window to the car park below. After 6.00 p.m. many were waiting for the signal to be off.
14. On one 'last weekend' all the engineering department, executive and managers, worked a full weekend packaging. They were joined on Sunday by managers from other departments, including the production executive. Later an honorarium was negotiated for this effort. A precedent was set and likely to be used on larger representations of

the cycle, namely the three monthly and yearly output figures. The annual ones have the greatest significance and the firm's cycles conflict with the social cycles. After an enormous effort at the end of June in both companies, the output figures for the previous year were nearly doubled. On the first of July the Mersey production executive greeted his calling colleagues with 'Happy New Year'.

15. A clear Sunday may well be the coming definition of a weekend. However, the alternating of Saturday and Sunday undermines the latter's inalienability.
16. These niggles are not strongly held. They stimulate guilt in the tripping manager and make it difficult for him not to be on the job all the while.
17. This may yet prove a transient struggle. As production moves to three shifts per seven days, the cracks in management structure will break apart. The alternatives, if no other forms of control succeed, is the creation of a number of separate management structures under an all powerful day-time secretariat, making managers shift-foremen.

CHAPTER FIVE: The Positions of Identity

1. Peter Berger has long worked this seam of thought. His many books and papers emanate the strict conservatism of dialectics that facet through culture rather than economy.

' "Socialisation" means not only that the self consciousness of the individual is constituted in a specific form by society (which Mead called the 'social genesis of the self') but that psychological reality is in an ongoing dialectic relationship with social structure.' (1966:106)

2. Identity does not necessarily parcel into values, skills and dispositions. I make this distinction to use the parts. It would be better to leave the whole as whole as it is and enter identity as openly as did Gordon and Gergen (1968).
3. Box and Ford (1967) make a mechanism for working class chemistry students' commitment to science of their marginality in a middle-class university. Becker and Carper (1956) subsume class in the career of students through university, indicating that each vicissitude marks a turning point in the developing identity. 'Among the mechanisms operating in the cases under consideration are the development of problem interest and pride in new skills, the acquisition of professional ideology, investment, the internalisation of motives and sponsorship.' (296) The precise process of socialisation, internalisation and identification is unclear in my exposition since I concentrate on what the man does in a calculative context (the more force exercised over him the less there is concern over the state of his mind). It is clear, however, that identity is produced by interaction.

'We must regard mind, then, as arising and developing within the social process, within the empirical matrix of social interactions. We must, that is, get an inner individual experience from the standpoint of social acts which include the experiences of separate individuals in a social context wherein those individuals interact.' (Mead 1956:195)

4. Two criticisms can be made of the potential mechanicity in my usage. First, that the identities sound too fixed, too closely binding upon the passive individual.

'What has happened is that internalisation has imperceptibly been equated with "learning" or even with "habit formation" in the simplest sense. Thus when a norm is said to have been "internalised" by an individual, what is frequently meant is that he habitually both affirms it and conforms to it in his conduct. The whole stress on inner conflict, on the tension between powerful impulses and super ego controls the behavioural outcome of which cannot be prejudged, drops out of the picture.' (Wrong, 1961:187)

Secondly, the man can see himself and change. He can 'withdraw' or 'step back' to freedom and responsibility.

And

'(1) to cite one's role (logically) cannot be to give a ground for a belief one holds, nor can it function as a ground in the thinking of the same man. (2) A man, therefore, behaves irrationally when he cites his role to support what he thinks. (3) Only if a man is insane can his beliefs attach to his roles' (Cohen 1966:18)

In conclusion

'There are theories which would engulf personality in role playing; there are people who present themselves as so engulfed; there are institutions which foster engulfment. The propensity to engulfment must be resisted in theory and in practice, because it poses a threat to the excuse of our freedom, and, ultimately freedom itself.' (Cohen, op.cit.:34)

5. This being the necessary mannerism of a researcher with a 'different' identity. The mannerism being enacted by immitation, which is 'an attempt to be like, or behave or appear like, a particular person in some specific respect or in all respects, and the outcome of such attempts regardless of success or failure' (Oppenheim 1964:317)
6. The whizz-executive and the whacky scientist show those with less colour to be somewhat grey.
7. If professionals are said to constitute an administrative elite their class position becomes obscure. This obscurity

is probably a contrivance. Administrative elites are dependent upon the owning classes for their independence in dealing with the working classes as individual instances.

8. 'In its more general application the term (profession) denotes occupations which demand a highly specialised knowledge and skill, acquired, at least in part, by courses of a more or less theoretical nature and not by practice alone, tested by some form of examination either at university or some other authorised institution and conveying to persons who possess them considerable authority in relation to "clients".' (Elias 1964)

In this way the fact of a profession is made the basis for the faith of professionalism. From this perspective key problems are those of the strength and variety of professionalism in professionals. Gouldner (1957) masterfully appropriated and exploited the concepts of cosmopolitan and local in a study of college professors. Goldberg et al. (1965) rendered the terms multidimensional in their study of a research and development laboratory. Abrahamson (1965) meanwhile amplified the psychological tinge in the terms by making cosmopolitanism 'the attitude and dependence-identification an underlying need' (99).

Cosmopolitanism was not used here for four direct reasons. First, it is a term developed to apply to professionals rather than to professionalism. I wanted to apply professionalism meaningfully to managers. Secondly the psychologism of Abrahamson had revealed a weakness in the concept; it applies to an attitude rather than an ethic. Thirdly, its opposite, localism, involves feelings of local loyalty which I wished to treat separately. Finally, my replications (Fletcher 1968) of Gouldner and Goldberg had left the former in disarray and rearranged the latter.

9. The questionnaire asks 'in any job I have, to me, to be able: ' This form makes the personal nature explicit ('to me') and does so with regard to employment ('in any job'). Other question forms express the 'personal' nature by suggesting 'when I have an idea, to me, its importance lies in: ' This was not the only approach considered. In fact, five alternative approaches were examined but rejected as being more demanding on both respondent and researcher. The five alternatives were (i) to write pen portraits of each identity and discuss with the managers what they thought of 'these men'. (ii) To employ the 'semantic differential' on concepts central to each identity (Friedman and Gladden 1964). (iii) To use pattern variables on concepts central to each identity (Stouffer and Toby 1951). (iv) To invent critical incidents that would be a 'red rag' to the identity. (v) To ask managers to keep a diary as an indication of the actions they 'prefer' to engage in.
10. Wilensky (1964) holds 'unbiased personal service' as the touchstone on critical value of a 'real' professional. Cowin (1961) distinguishes between 'professional conceptions' which relate to knowledge and the ability to use skills and 'service conceptions' which relate to serving humanity.
11. Professionalism enables 'good people' to claim that the evils visited on some human beings are justified in so far as these people are lacking in some essential attributes of humanity (Coser 1969). Professionalism does not

encourage the recognition of evil in that which endangers the seeds of a better society. Revolt, that is, being understood as disturbance or 'violence' and not as 'concerning the seeds, in our society, of a better one than ours' (Wolff 1969).

12. In this package the links are made between professionalism and nationalism. It is this nationalism which transfigures to fascism when professionalism is subordinated to it.
13. This vested interest begins with the pattern of recruitment (Coxon 1967). Then a role is learned. Writing on the making of a doctor, Hughes (1955) notes:

'To play one role is not to play another. One might say that the learning of the medical role consists of a separation, almost an alienation, of the student from the lay medical world; a passing through the mirror so that one looks out on the world from behind it.' (119)

Legendary heroes pepper the curriculum. The part of Florence Nightingale in the schooling of nurses being:

'Her image is invested with ideal actions and attitudes to which the group members aspire. In times of discord and change the legends of the culture-heroine function to reduce social strain and to integrate disparate themes' (Whittaker and Olesen 1964)

The teachers themselves are preoccupied with the specialism's quality or purity. There are founding fathers to be remembered, true, but their base was optimistically and hopelessly broad. The teacher's section of the British Sociological Association, for example, united the qualified practitioners in a first taste of raising the quality of British Sociology (Banks 1967).

Caplow relates the development of occupational institutions and ideologies.

'So powerful are the motives conducive to professionalisation that it may be observed under way in occupations once considered entirely commercial (banking, advertising) in occupations which never involve independent work (drafting, photographic processing) and in those which used to be thought of as quite removed from the economic area (philanthropy and the research sciences).' (Caplow 1954: 140. See also the sequence of events in the 'professionalisation' of medical technology: footnote, 14, p.141)

Meanwhile, independent professions are industrialising, that is, organising their practices with mechanised and centralised accounts. It seems that occupations tend to consolidate their interests as professions and professions consolidate their interests as growth industries. (Law Society 1968).

14. Studies of research and development laboratories have contrasted the egalitarian self-discipline of the researcher with the values of the company and revealed many deep conflicts. Shepard (1956) clearly states the dilemmas evident to an observer. The root proposition in Brown (1953) is the conflicting demands of bureaucratic procedures and professional standards over the organisation of work. Evan (1962) considers the purpose of research. Both the 'organisation' and the research department propose work and there is a pronounced discrepancy between a scientist's actual research project and his concept of an ideal project. He relates these features to that of role strain. McEwen (1958) set his research in a military research department which gave emphasis to the conflict between military authority and researcher purpose. Writing on psychiatrists in this section he observed:

'The analytical approach to therapy is the opposite of authoritarian, which does not necessarily mean it is democratic. The opposite of giving orders is to give no orders.' (McEwen 1956: 220)

McKelvey (1969) develops the conflicts through to the adaptations that research scientists make to them. He uses the alternatives of idealism - cynicism, and activity - passivity to shape the styles of interaction whereby scientists cope with their frustrations. These styles affect the scientist's career; ritualists are most liable for promotion. Ritualists are passive - idealists.

Alpert (1965, 1938) lists the functions of ritual as being disciplinary and preparatory; cohesive; revitalising and euphoric.

15. Professionalism's skills may be expressed with too much imprecision here. Any such weakness of meaning could mean that the manager reasons 'what is good for the company is good for the country'. That is, his professionalism has been subtly changed by his employment. In this 'enculturation' he undergoes a learning experience wherein he connects his technical competence to the needs of his employer so that both he and the company may benefit' (Avery 1960:21)
- However, even if such enculturation takes place the manager may add managerialism to professionalism rather than replace or modify the latter (McFee 1968); professionalism inculcating the individualism to be a 'change-agent' Schein (1968).
16. 'We still look to "professionalism" to rescue us at one blow from the humane inefficiency of amateur politics and the inhuman efficiency of the market system.' (King 1968:36)

17. The term managerialism is used as an identity not as a theory in process. Alternatively Nicols (1969:12) says of his purpose:

'We are using the term "managerialism" in a narrow sense to refer to a loosely definable complex of ideas about the emergence of a new stratum of business leaders.'

Other usages are also neglected. Haine et al. (1966) investigated managers' thinking as 'attitudes' to 'leadership', 'motivation' and 'role'. Child (1969:22) has, as a purpose, 'to record and analyse the main interpretations offered by British management thought of social relationships in industry'. Veblen's argument is that 'no single factor in the cultural situation has an importance equal to that of the business man and his work (1904:8).

Here managerialism has the narrowest of meanings: it is the principles of a management position expressed in vocational language (cf. Anfossi 1968).

18. 'The word bureaucrat is most often an invidious epithet applied to the official who is primarily concerned with concentrating administrative power in his bureau or in himself.' Merton et al. (1952:352)
19. Vonnegut (1959:56). Merton (1940) shifts this understanding to one of understanding how bureaucracy produces bureaucrats:

'With increasing bureaucratisation, it becomes plain to all who would see that man is to a very important degree controlled by his social relations to the instruments of production. This can no longer seem only a tenet of Marxism, but a stubborn fact to be acknowledged by all, quite apart from their ideological persuasion. Bureaucratisation makes readily available what was previously dim and obscure.' Merton (1940:563)

Bureaucracy is being systematised, swathed in, and ultimately smothered by 'red tape'. It is called a 'necessary evil'.

20. These two 'variables' are borrowed and adapted from Pugh et al. (1963).
21. Corwin (1961) developed six questions on bureaucratic conceptions by referring to punctuality and other strict following of rules. Gouldner (1957) also used the idea of 'rule tropism'.
22. It is a sign of the distress with which bureaucratism is discussed that it is either attributed to personality or bureaucracy is held powerful enough to make a personality.
23. I have failed to find an alternative term for 'organizational identity' despite its ugly, jargon, tone.
24. John Child drew this diagram.
25. Two prevalent assumptions have been avoided. They are that the identities apply only to industrial firms. The statement given could be asked in any firm but not any 'organisation'. For managerialism is an identity within a capitalist enterprise. Sometimes, too, the identities are said to depend upon an acceptance of, and interaction with, a social group. I do not ask so much though clearly each identity is transmitted, elucidated and reinforced by social interaction.
26. High is more than half a standard deviation above the mean, low is less than half a standard deviation below the mean, and medium is between the two half standard deviations.
(Fletcher 1969)
27. Whyte (1956: 373-378) advises on 'how to cheat on personality tests': 'your safety lies in getting a score somewhere between the 40th and 60th percentiles, which is to say, you should try

to answer as if you were like everybody else is supposed to be'. The purpose of cheating is to achieve the 'happy mean' of normalcy.

28. The three identities also favour different forms of authority, or more exactly, forms of domination ('in spite of Parsons, I am convinced that domination is the correct translation for Herrschaft', Aron 1967:187). Professionalism inclines to charismatic; managerialism to traditional and bureaucratism to bureaucratic domination of, and by, the identity holder.

CHAPTER SIX: Managers' Stress at Work

1. Thus I have acted in my own interests to try to say more than I am entitled to and must confess at least equal interest in the more psychological matters.

As Herman Hesse writes of his observations on 'suicide'

'Had we a science with the courage and authority to concern itself with mankind, instead of with the mere mechanism of vital phenomena, had we something of the nature of an anthropology, or a psychology, these matters of fact would be familiar to every one.'
(1927:59)

2. That which is absurd is bizarre, irrational, funny, or the precursor of insanity. (Goodman 1961)
3. Such was the ill-disciplined, ahistorical, non-dialectical conception of alienation that I held at the time. In 1966-7 I could not, and would not, work for a living. I was unable to sell less than all of myself to be concerned with problems that less than all of us face. I knew what I was suffering from. Alienation. It is a publicly produced private hell. The cares of the world on your own shoulders. The realisation that you are being made inadequate, incompetent and repetitive,

and all that you have left is what is falling away - your dignity.

This research had its beginnings in a concern with alienation, my alienation.

4. 'The labour of superintendence, entirely separated from ownership of capital, walks the streets. It is, therefore, no longer necessary for the capitalist to perform the labour of superintendence himself.' (Marx, 'Capital', Vol.III, chapter 23, page 455, quoted in Nicols 1969:44)
5. Whyte (1956:373) advises managers 'to settle on the most beneficial answer to any question, repeat to yourself:
 - (a) I loved my father and my mother, but my father a little bit more.
 - (b) I like things pretty well as they are.
 - (c) I never worry much about anything.
 - (d) I don't care for books or music much.
 - (e) I love my wife and children.
 - (f) I don't let them get in the way of company work.
6. Mailer (1967) writes of Rusty, a corporation executive in his son D.J.'s experience of him:

'I mean Rusty is corporation, right, that means he's a voice, man, he's a voice, got nothing unexpected ever to say, but he got to say it with quality. These corporation pricks are not there for nothing. They may be dumb and benighted, yeah, and D.J. has wasted his adolescence in their purliens and company mansions and has eaten off their expense accounts all his days. D. J. knows them asshole to appetite, and can tell you, Horace, they are not all that dumb. Being medium grade and high grade asshole, they have high competance in tunnèls and channels. They can swim uphill through shit, face first, although in fact corporate faces are never seen to move, for they know enough not to try to read each other's corporate fish features when they can read each other's corporate ass voices. Man, they pick up what you're trying to slip by them, they buy nothing that's not tested, not voice-tested.' (50-51)

7. Cynicism is the destruction of the superficial in the pursuit of the truth.
 8. Seeman (1953) has it that

'Data were obtained bearing upon four major bipolarities of value or dimensions of role conflict' (374) ... 'the status dimension refers to the conflict between the success ideology on the one hand and the equality ideology on the other' (374) 'the authority dimension the conflict between the values of dependence and independence' (375) 'the institutional dimension involves the choice between universalist as against particularist criteria for social action' (375) ... 'and the means-ends dimension ... the conflict between emphasis on getting the practical job done as against emphasis on the process of achievement' (375) ... Whilst I relate the cultural contradictions to the structural contradictions in the same context.
 9. But the detailed discussion of crisis control does not concern us here. Obviously, everyone concerned in the organisation is involved individually and socially in making the crises in work and working through crisis after crisis.
 10. I have no use for the concept of a group level of analysis (cf. Pugh et al. 1963) nor for the idea of informal organisation. I take these to refer to crisis control mechanisms in the absence of an appropriate theory. In Chapter One, the pendulation of the management hierarchy was observed travelling between 'divisionalisation' and 'functionalisation'. A federal power structure is a crisis control mechanism for a functional power structure and vice versa. (Baker and France 1954)
- Interlocking work groups and individuation also insulate from the crises they perpetuate. Crises produce cliques, cabals, and isolates which exacerbate the crisis conditions (Fletcher 1967, chapter 4; Mack 1965; Horton 1965; Lockwood 1964, Van Doorn 1966).

11. As the theory of organisational crises is of comparative value between organisations. Within an organisation typifications might be sought: whilst between organisations systematic differences may relate to differences in structural and cultural contradictions.
12. Jerald Hage suggested that stratification is a Marxist variable, differentiation Durkheimian and identification Weberian. He thought of the theory as a test of each upon the dependent variable. I see no such context (cf. Fletcher 1969) as I accept the validity of Silverman's (1970) reply, but I accept the sources as inspiration.
13. Blalock's (1961) writings guided the simplification of this theoretical structure. Organisational identity is technically termed an intervening variable. 'It advances from the systematisation of empirical data to the formulation of explicative propositions in terms of hypothetical entities on the highest possible level of theoretical usefulness' Wainerman (1968:381). Blalock (1961:21) instructs:

'Generally speaking, the greater the departure from the ideal experiment and from completely isolated systems, the larger the number of variables that must be explicitly brought into the causal model. And the larger the number of such variables, the simpler our assumptions must be about how they all fit together.'

Accordingly, the theory is intentionally simple, not just because it is not applied to an ideal experiment but because truths are simple. The sole complication occurs around the intervening variable which increases with its causes and yet decreases those causes' effect. This reasoning is modelled on that of McCleery (1957, 1969) by virtue of the instruction gained from Barton and Anderson's (1961, 1969) quantification of his qualitative study.

14. The procedure for testing the internal consistency of scales was first to reject responses that did not have normal or near normal distributions and then to reject responses with erratic intercorrelations with other responses to produce a satisfactory alpha coefficient (McKenna 1970). This procedure was adopted because there was no assumption as to the hierarchy of the responses and to dichotomise them would have been wasteful. Appendix 2 gives the alpha coefficients for all scales used.
15. The concept of general variable was provided by Jerald Hage. It really means a variable amenable to axiomatic theorising. In this research the variable is general by virtue of its breadth and depth in operationalisation and by virtue of its direct reference to major structural and cultural phenomena. The variables were constructed by employing the concept of property space:
- 'Everyone is familiar with the idea of indicating location in space by means of co-ordinates. The dimensions on which we "locate" people in property space can be of different kinds. One of the uses to which the concept of property space can be applied is to clarify the operation of reduction' (Barton 1955: 40, 40 and 45)
16. But whilst what comes from the boss is consistent, what goes to him is not. Focal conflict and ambiguity differ. The greater the conflict caused by the boss the greater the conflict caused for him. But ambiguity is not reciprocated. If the boss is more ambiguous the subordinate does not rise to follow his example. If the boss makes more stress, the subordinate does not surround himself with obscurities. Focal conflict correlates with intra-sender conflict, sender

illegitimacy, impracticality and overload, 0.493, 0.334, 0.483 and 0.555 respectively, whilst focal ambiguity correlates with these scales and sender ambiguity 0.085, -0.090, 0.027, 0.141 and 0.120 respectively.

17. There is a further test for the existence of a general variable. The test is that of principal components analysis: to tease major and minor clusters of correlations out of a full matrix for both single and multiple senders (McKenna 1970). In a way this continues the search for the highest common factor in all the scales. An elementary principal components analysis (which means a simple manual approach to the correlations) produced the following components.

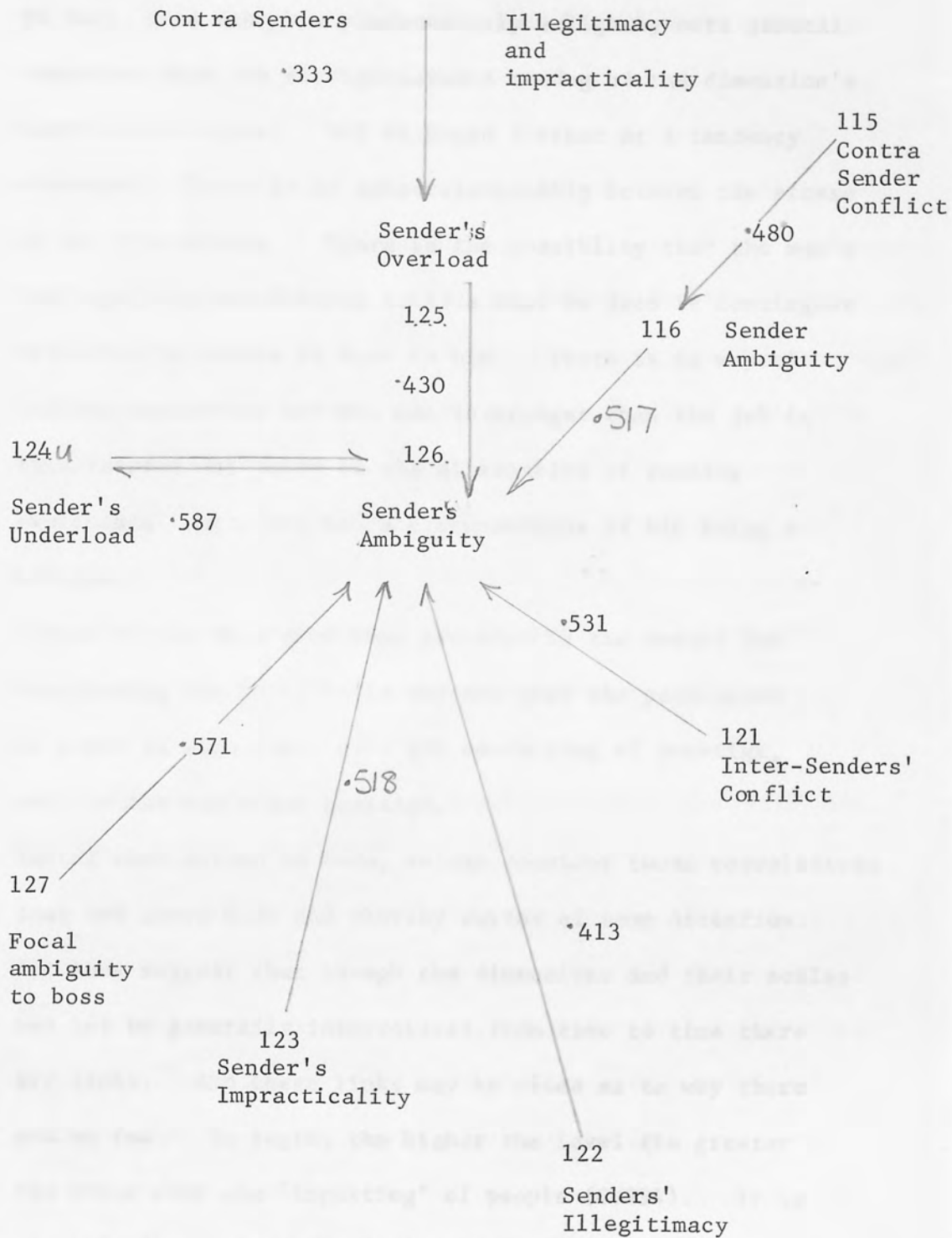
1.	114	$\begin{array}{c} \longrightarrow \\ \longleftarrow \end{array}$	124
	Single sender overload	0.672	Multiple sender overload

A high response on overload from the boss is related to a high response on overload from others. Overload may be experienced as such. The two sources may be as one environment.

2.	113	$\begin{array}{c} \longrightarrow \\ \longleftarrow \end{array}$	111
	Boss's impracticality	0.649	Conflict within the boss
	\downarrow Boss's illegitimacy	0.564	

This component says the same as the analysis of the dimension. If the boss makes conflict in principle he also makes conflict in practice.

3.



This third component does at first sight seem to offer a more general variable. However, closer examination of the matrix of correlations between these scales suggests that at least three be rejected; namely contra-sender conflict; ambiguity to sender and sender ambiguity. This leaves a

general variable primarily composed of stress with others. In fact, this analysis produces only a slightly more general component than the straightforward reading of the dimension's correlation matrix. But it hints further at a tendency observed. There is an interrelationship between the stress to and from others. There is the possibility that the man's feelings, his sensitivity towards what he does is contingent with what he senses is done to him. There is no way of telling whether or not the man is stronger than the job in this respect but there is the alternative of seeking explicanda to the man's circumstances of his being a manager.

18. Though it can be argued that prestige is the reward for shouldering the power it is obvious that the possession of power is also power over the conferring of prestige, even to the man's own position.
19. Taking each column in turn, we can consider those correlations that are above 0.28 and thereby worthy of some attention. For they suggest that though the dimensions and their scales may not be generally interrelated, from time to time there are links. And these links may be clues as to why there are so few. To begin, the higher the level the greater the power over the 'inputting' of people (0.294). It is possible that only those with real power have the power of recruitment. For power here means having the last word in signing someone on. The greater the subordination the less the influence on the supervision and training of men (-0.409). The more the manager is generally supervised

the less he acts in a particular, and allegedly central, supervisory capacity. More parochially, the more influence he has over materials the more he feels like a sitting target (0.325). Materials handling, the 'bits' of the trade, is the well known hot spot or 'hell-corner' of the firm and it is strange that no other measure of task for power and influence is significantly related to this devastating feeling. Meanwhile, 'having to hide' increases with the power to discharge personnel (0.294) and with no other set of tasks. The more power over recruiting men the less influence (-0.556). The manager has either power or influence on this matter. And if he has power he also has higher pay (0.303). Further, the more power over 'throughputting' men the less influence on this matter (-0.417). Again power and influence seem to have either/or properties.

As power over money increases so does influence upon materials (0.348) and ideas (0.307). Power over people may be a power in itself. Whilst power over capital begets influence upon other resources.

But whilst power does not correlate with matters of prestige, having influence does. The more influence over materials, somewhat obviously, the more furnishings (0.286) and perks (0.292) and the same applies to influence over equipment and land (0.307 and 0.294).

Thus power and influence are generally separate but when there are indications of varying together they are in opposition. Further, power is related to pay, to hard cash, whilst influence is related to the soft benefits of furnishings and perks.

The power that matters is over people and the influence that counts is over the actual provision of the benefits.

20. Boudon's dependence analysis (1965) was chosen in preference to cluster analysis and path analysis. Cluster analysis (McQuitty and Clark 1968) is a pattern analytic method and 'as a pattern of interpretation path analysis is invaluable in making explicit the rationale for a set of regression calculations' Duncan (1966:7). See also Werts (1968). Dependence analysis was the model for the maths of this research.
21. Paul Golder proved a learned, helpful and readily insightful co-worker. I genuinely owe the rest of this section's mathematics directly to him.
22. Richard Lewis's footnotes on this matter are crystal clear. (see footnotes)
23. With an eigenvalue of 2.58 and 64.67% of the total variance.
24. With an eigenvalue of 1.14 and 57.33% of the total variance.
25. For this purpose all the components scores were standardised by a transformation incorporated in the programme.
26. The solving of these simultaneous equations is available but not recorded in this text.
27. Stress was decomposed back into its measures and dependence coefficients were calculated for the resulting four models. No coefficient was significant.
28. The fact that the theory does not work does not embitter me. Rather, it gives weight to my view that though this kind of theorising is not a 'bad idea' it is nevertheless incorrect. Scientific theorising in sociology is a perpetuation of

undemocratic government in its classification of the forms and mechanisms of social control. The categories so conceived simply enable increasing control and the reinforcement by legitimation of that control. In fact, the theorising can be even worse when theoretical truth is propounded from a god-like position. Then ...'it looks very much like an interesting variant on the self-fulfilling prophecy, truth by menaces. If an organisation dares to deviate from the author's conception it must beware' Albrow (1968:152).

29. Five basic functions of sociology have been discerned by Podgorecki (1968). They are eulogy (i.e., the partisan function), social diagnosis, unmasking (i.e., revealing traits which are not readily seen or are purposely or unconsciously concealed), theorising and socio-technique or social engineering.
30. Martin (1970:1086)
31. Tausky (1969:55)
32. This is why one begins with Marxism 'as a general sociological orientation' (Soares 1969) to enable moves from the level of individual consciousness to the dialectical conception of history (Goldmann 1957).
33. At the time of writing two more bids at corporationism are being made by the attempts of RMC to gain control of Redland and Beecham's to gain control of Glaxo. It seems, too, that there is explicit government encouragement for the formation of national monopolies with international monopoly potential.
34. The theory tries to indicate that ~~w~~orking manager is substantially working against himself.

Table 2.1

Questionnaire 4, parts I & II, section B.

Variable 1. INTRA-ROLE STRESS

Dimension 1. Single sender: superordinate

Scale 1. INTRA-SENDER CONFLICT

Score: I. false = 0, uncertain = 1, true = 2.
 II. never = 1, infrequently = 2, sometimes = 3,
 frequently = 4, always = 5.

		Response range	Mean	Standard deviation
1.IB.1.	A person in my position would find that his boss is usually consistent in his directives	1-3	2.585	0.243
2.IB.6.	A person in my position would find that he has to choose between incompatible directives from his boss	1-3	1.662	0.264
3.IIB.1.	How often in an average month does your boss contradict himself in what he expects you to do?	1-4	2.031	0.262
4.IIB.6.	How often in an average month does your boss expect both quality and quantity in the same work?	1-5	4.277	1.019
Total		6-15	10.554	3.248

Table 2.2

Questionnaire 4, parts I & II, section A.

Variable 1. INTRA-ROLE STRESS

Dimension 2. Multiple senders

Scale 1. INTER-SENDER CONFLICT

Score: I. false = 0, uncertain = 1, true = 2.
 II. never = 1, infrequently = 2, sometimes = 3,
 frequently = 4, always = 5.

		Response range	Mean	Standard deviation
1.IA.1.	A person in my position would find that his work colleagues agree on the main responsibilities in his job	1-3	1.156	0.229
2.IA.8.	A person in my position would find that he has sometimes to choose between the incompatible ideas other have of him	1-3	2.273	0.239
3.IA.15.	A person in my position would find that there are some competing demands on him	1-3	2.939	0.109
4.IA.22.	A person in my position would find that he is subject to inconsistent expectations from other people	1-3	2.258	0.263
5.IIA.1.	How often in an average month do those with whom you work regularly differ amongst themselves about your main responsibilities?	1-4	1.909	0.281
6.IIA.7.	How often in an average month do those with whom you work regularly have opposing ideas about your main responsibilities?	1-4	1.985	0.269
7.IIA.13.	How often in an average month do those with whom you work regularly vary amongst themselves over how much they expect you to do?	1-4	2.212	0.269
8.IIA.17.	How often in an average month do those with whom you work regularly differ amongst themselves in the quality of work they expect from you?	1-4	2.045	0.243
Total		11-24	18.439	3.254

Table 2.3

Questionnaire 4, parts I & II, section B.

Variable 1. INTRA-ROLE STRESS

Dimension 1. Single sender: superordinate

Scale 2. SUPERORDINATE ILLEGITIMACY

Score: I. false = 0, uncertain = 1, true = 2.
 II. never = 1, infrequently = 2, sometimes = 3,
 frequently = 4, always = 5.

		Response range	Mean	Standard deviation
<u>Sub-scale 2.1 Personal Values</u>				
1.IB.7.	A person in my position would find that his boss expects him to refuse to do jobs which are not in line with his subordinate's personal values	1-3	1.723	0.259
2.IIB.2.	How often in an average month does your boss expect you to do things regardless of your personal values?	1-5	2.275	0.314
3.IIB.11.	How often in an average month does your boss expect you to treat your subordinates differently from your personal values	1-5	1.53	0.286
<u>Sub-scale 2.2 Work Values</u>				
1.IB.2.	A person in my position would find that his boss expects him to drop his personal work standards when necessary	1-3	1.677	0.280
2.IB.11.	A person in my position would find that his boss expects him to bend his work quality standards if required	1-3	1.862	0.295
3.IIB.7.	How often in an average month does your boss expect you to turn a blind eye to work practices of which you disapprove?	1-5	2.031	1.174
Total		6-21	11.081	3.539

Table 2.4

Questionnaire 4, parts I & II, section A.

Variable 1. INTRA-ROLE STRESS

Dimension 2. Multiple senders

Scale 2. SENDERS ILLEGITIMACY

Score: I. false = 0, uncertain = 1, true = 2.
 II. never = 1, infrequently = 2, sometimes = 3,
 frequently = 4, always = 5.

		Response range	Mean	Standard deviation
<u>Sub-scale 2.1 Personal Values</u>				
1.IA.2.	A person in my position would find that the people he works with expect him to be unconcerned about good standards	1-3	1.106	0.103
2.IA.9.	A person in my position would find that the people he works with expect him to carry out his duties in a manner which is in line with his personal values	1-3	1.516	0.667
3.IIA.18.	How often in an average month do those with whom you work regularly expect you to suppress your personal beliefs when the contradict the firm's policy?	1-5	2.896	1.128
4.IIA.23.	How often in an average month do those with whom you work regularly expect you to 'leave your morals at home' when you think they should be brought to the office?	1-5	1.773	0.313
<u>Sub-scale 2.2 Work Values</u>				
1.IA.16.	A person in my position would find that the people he works with respect his standards over quality of work	1-3	2.742	0.160
2.IIA.2.	How often in an average month do those with whom you work regularly agree with the way in which you discipline your subordinates	1-5	3.773	1.393
3.IIA.8.	How often in an average month do those with whom you work regularly agree with the way you take action after an expensive mistake?	1-5	3.424	1.038
Total		13-24	18.212	2.675

Table 2.6

Questionnaire 4, parts I & II, section A.

Variable 1. INTRA-ROLE STRESS

Dimension 2. Multiple Senders

Scale 3. SENDERS IMPRACTICALITY

Score: I. false = 0, uncertain = 1, true = 2.
 II. never = 1, infrequently = 2, sometimes = 3,
 frequently = 4, always = 5.

		Response range	Mean	Standard deviation
1.IA.3.	A person in my position would find that the people he works with expect him to do things that are sound theoretically but are just not practical	1-3	1.364	0.219
2.IA.10.	A person in my position would find that work colleagues' expectations of the nature of his work are sound and realistic	1-3	2.439	0.216
3.IA.17.	A person in my position would find that other people do not realise how difficult their wishes are to put into practice	1-3	2.596	0.229
4.IIA.3.	How often in an average month do those with whom you work regularly expect you to work miracles?	1-5	3.152	1.140
5.IIA.9.	How often in an average month do those with whom you work regularly cause you to join in a 'wild goose chase'?	1-5	2.409	0.314
6.IIA.19.	How often in an average month do those with whom you work regularly encourage you to use some impractical pet idea of theirs?	1-4	2.152	0.295
7.IIA.24.	How often in an average month do those with whom you work regularly seem, by their demands, to be out of touch with the practical possibilities in your job?	1-5	2.561	0.315
Total		10-24	16.727	3.331

Table 2.7

Questionnaire 4, parts I and II, section B.

Variable 1. INTRA-ROLE STRESS

Dimension 1. Single sender: superordinate

Scale 4. SUPERORDINATE OVERLOAD

Score: I. false = 0, uncertain = 1, true = 2.
 II. never = 1, infrequently = 2, sometimes = 3,
 frequently = 4, always = 5.

		Response range	Mean	Standard deviation
<u>Sub-scale 4.1 Beyond a Sense of Equity</u>				
1.IB.4.	A person in my position would find that his boss stops him from making full use of his job's responsibilities	1-3	1.385	0.235
2.IB.9.	A person in my position would find that his boss expects him to work harder than the job's rewards merit	1-3	1.600	0.255
3.IIB.4.	How often in an average month does your boss expect you to do more than your job description states?	1-5	2.631	1.294
4.IIB.15.	How often in an average month does your boss expect you to take on more than your job's responsibilities entail	1-5	2.733	1.193
<u>Sub-scale 4.2 Working Excessively Hard</u>				
1.IB.13.	A person in my position would find that his boss expects him to get a quart from a pint pot	1-3	2.292	0.289
2.IB.15.	A person in my position would find that his boss expects him to do so much that important things are skimped	1-3	1.292	0.199
3.IIB.9.	How often in an average month does your boss overload you with tasks?	1-5	2.662	1.004
4.IIB.13.	How often in an average month does your boss fail to provide you with enough to do?	1-3	1.138	0.136

/continued

Table 2.7 (continued)

Scale 4. SUPERORDINATE OVERLOAD

	Response range	Mean	Standard deviation
<u>Sub-scale 4.3 Working through Leisure Time</u>			
1.IB.17. A person in my position would find that his boss expects him to take on jobs even if they encroach on his leisure time	1-3	2.523	0.251
2.IIB.16. How often in an average month does your both expect you to work later than you wish?	1-5	2.569	1.146
Total	10-33	20.754	5.543

/continued

Table 2.8

Questionnaire 4, parts I & II, section A.

Variable 1. INTRA-ROLE STRESS

Dimension 2. Multiple senders

Scale 4. SENDERS OVERLOAD

Score: I. false = 0, uncertain = 1, true = 2.
 II. never = 1, infrequently = 2, sometimes = 3,
 frequently = 4, always = 5.

		Response range	Mean	Standard deviation
<u>Sub-scale 4.1 Beyond a Sense of Equity</u>				
1.IA.4.	A person in my position would find that his work colleagues expect him to put in more effort than the job's rewards justify	1-3	2.015	0.269
2.IIA.10.	How often in an average month do those with whom you work regularly expect you to take on more responsibility than the job officially entails?	1-5	2.864	1.473
3.IIA.20.	How often in an average month do those with whom you work regularly expect you to work harder than the job's rewards suggest?	1-5	2.485	1.800
4.IIA.27.	How often in an average month do those with whom you work regularly expect you to exercise less authority than your official job title implies?	1-4	1.424	0.222
<u>Sub-scale 4.2 Excessive Work Load</u>				
1.IA.11.	A person in my position would find that other people expect too much and many of their expectations have to remain unsatisfied	1-3	1.939	0.253
2.IA.23.	A person in my position would find that work colleagues sometimes leave him at a loose end	1-3	1.697	0.260
3.IIA.4.	How often in an average month do those with whom you work regularly expect too much from you in the time you have available?	1-5	3.091	1.048
4.IIA.25.	How often in an average month do those with whom you work regularly expect you to consult them if you run short of jobs?	1-5	2.030	1.425

/continued

Table 2.8 (continued)

Scale 4. SENDERS OVERLOAD

		Response range	Mean	Standard deviation
<u>Sub-scale 4.3 Work into Leisure</u>				
1.IA.18.	A person in my position would find that his work colleagues expect him to not want any leisure time	1-3	1.379	0.234
2.IIA.14.	How often in an average month do those with whom you work regularly expect you to work later than you would like?	1-4	2.803	1.041
Total		10-31	21.636	4.920
<u>Sub-scale 4.2 Supervisors and</u>				
1.IB.10.	A person in my position would find that his boss always defines the scope of his responsibility	1-3	2.185	0.279
2.IB.15.	A person in my position would find that his boss gives him instructions	1-3	2.477	0.263
<u>Sub-scale 4.3 Superordinates and</u>				
1.IIB.10.	How often in an average month do you have to really know what he wants?	1-3	1.908	1.011
Total		10-31	16.077	2.340

Table 2.9

Questionnaire 4, parts I & II, section B.

Variable 1. INTRA-ROLE STRESS

Dimension 1. Single sender: superordinate

Scale 6. SUPERORDINATE AMBIGUITY

Score: I. false = 0, uncertain = 1, true = 2.
 II. never = 1, infrequently = 2, sometimes = 3,
 frequently = 4, always = 5.

		Response range	Mean	Standard deviation
<u>Sub-scale 6.1 Superordinate Sufficiency</u>				
1.IB.5.	A person in my position would find that his boss lets him know in good time when he wants something	1-3	2.015	0.277
2.IB.16.	A person in my position would find that his boss expects things even though he has not explicitly asked for them to be done	1-3	2.662	0.232
3.IIB.5.	How often in an average month does your boss starve you of information necessary for your job?	1-5	1.985	0.277
4.IIB.14.	How often in an average month does your boss adequately define the limits of your authority?	1-5	2.754	1.500
<u>Sub-scale 6.2 Superordinate Clarity</u>				
1.IB.10.	A person in my position would find that his boss clearly defines the scope of his responsibility	1-3	2.185	0.279
2.IB.14.	A person in my position would find that his boss gives him clear instructions	1-3	2.477	0.263
<u>Sub-scale 6.3 Superordinate Ambiguity</u>				
1.IIB.10.	How often in an average month does your boss not really know what he wants?	1-5	1.908	1.011
Total		10-21	16.077	2.340

Table 2.10

Questionnaire 4, parts I & II, section A

Variable 1. INTRA-ROLE STRESS

Dimension 2. Multiple Senders

Scale 6. SENDERS AMBIGUITY

Score: I. false = 0, uncertain = 1, true = 2.
 II. never = 1, infrequently = 2, sometimes = 3,
 frequently = 4, always = 5.

		Response range	Mean	Standard deviation
<u>Sub-scale 6.1</u> Sender Sufficiency				
1.IA.13.	A person in my job would find that he is sometimes not told when work colleagues expect things of him	1-3	2.152	0.284
2.IA.25.	A person in my job would find that he has to keep asking for information he needs instead of receiving it automatically	1-3	2.242	0.278
3.IIA.6.	How often in an average month do those with whom you work regularly prove ambiguous in their communication?	1-4	2.667	0.217
4.IIA.12.	How often in an average month do those with whom you work regularly tell you enough of their intentions for you to make a decision?	1-5	3.773	0.247
<u>Sub-scale 6.2</u> Sender Clarity				
1.IA.6.	A person in my job would find that his responsibilities are clearly defined	1-3	2.273	0.269
2.IA.20.	A person in my job would find that he knows what most people expect of him	1-3	2.652	0.204
3.IIA.16.	How often in an average month do those with whom you work regularly tell you their plans clearly?	1-5	3.470	0.279
4.IIA.22.	How often in an average month do those with whom you work regularly give you details you need to make a decision?	1-5	3.773	0.259
Total		15-28	23.000	2.678

Table 2.11

Questionnaire 4, part II, section C.

Variable 1. INTRA-ROLE STRESS Dimension 1. Single sender:superordinate
 Scale 5. CONTRA-SENDER CONFLICT

Score: II. never = 1, infrequently = 2, sometimes = 3,
 frequently = 4, always = 5.

	Response range	Mean	Standard deviation
<u>Sub-scale 5.1 Intra-Focal Conflict</u>			
1.IIC.1. In an average month how often do you find that you have expected contradictory things of your boss?	1-4	1.968	0.266
<u>Sub-scale 5.2 Self to Superordinate Illegitimacy</u>			
1.IIC.4. In an average month how often do you find that you have expected your boss to do things against his personal values?	1-4	1.571	0.239
2.IIC.7. In an average month how often do you find that you have expected your boss to rush through work quicker than he wanted?	1-4	2.079	0.291
<u>Sub-scale 5.3 Self to Superordinate Impracticality</u>			
1.IIC.10. In an average month how often do you find that you have expected your boss to do things that he considered impractical?	1-5	1.873	0.281
2.IIC.13. In an average month how often do you find that you have expected your boss to do things in a way which he considered impractical?	1-4	1.841	0.255
<u>Sub-scale 5.4 Self to Superordinate Overload</u>			
1.IIC.16. In an average month how often do you find that you have asked your boss to do things beyond his authority?	1-4	1.889	0.301
2.IIC.19. In an average month how often do you find that you have overloaded your boss with tasks?	1-5	1.540	0.259

Table 2.11 (continued)

Questionnaire 4, parts I & II, section A

Scale 5. CONTRA-SENDER CONFLICT

Dimension 3. Multiple senders

Sub-scale 5.4 (continued)	Response range	Mean	Standard deviation
3.IIC.20. In an average month how often do you find that you have persuaded your boss to work longer hours than he wished to?	1-3	1.333	0.197
Total	8-26	14.111	4.631

Table 2.12

Questionnaire 4, parts I & II, section A.

Variable 1. INTRA-ROLE STRESS

Dimension 2. Multiple senders

Scale 5. CONTRA-SENDERS CONFLICT

Standard
deviation

Score: I. false = 0, uncertain = 1, true = 2.
 II. never = 1, infrequently = 2, sometimes = 3,
 frequently = 4, always = 5.

		Response range	Mean	Standard deviation
<u>Sub-scale 5.1 Intra-Focal Conflict</u>				
1.IA.5.	A person in my job would find that he sometimes contradicts himself when telling things to other people	1-3	1.429	0.232
2.IIA.5.	How often in an average month do those with whom you work regularly claim that your wishes are contradictory?	1-5	1.889	0.261
<u>Sub-scale 5.2 Self to Senders Illegitimacy</u>				
1.IA.12.	A person in my job would find that he has to get other people to do things against their personal work standards	1-3	2.175	0.309
2.IA.19.	A person in my job would find that he has sometimes to get other people to do things against their personal values	1-3	2.281	0.275
3.IIA.11.	How often in an average month do those with whom you work regularly state that their personal values are at stake because of your wishes?	1-4	1.730	0.249
4.IIA.15.	How often in an average month do those with whom you work regularly find you at odds with their work standards?	1-4	2.286	0.250
<u>Sub-scale 5.3 Self to Senders Impracticality</u>				
1.IA.24.	A person in my job would find that he sometimes has to ask people to do things that they do not think practical	1-3	2.635	0.236
2.IIA.21.	How often in an average month do those with whom you work regularly claim that you want impractical things?	1-4	2.175	0.304
3.IIA.28.	How often in an average month do those with whom you work regularly argue that your approach to problems is impractical?	1-4	1.778	0.237

Table 2.12 (continued)

Scale 5. CONTRA-SENDERS CONFLICT

Sub-scale 5.4 Self to Senders Overload	Response range	Mean	Standard deviation
1.IA.27. A person in my job would find that he has to overload other people with requests and instructions	1-3	1.905	0.294
2.IIA.26. How often in an average month do those with whom you work regularly tell you they think you are giving them too many jobs?	1-4	2.492	0.278
3.IIA.29. How often in an average month do those with whom you work regularly find you asking them to take on too much authority?	1-3	1.778	0.230
Total	15-33	24.540	4.852

Table 2.13

Questionnaire 4, part II, section C.

Variable 1. INTRA-ROLE STRESS

Dimension 1. Single sender: superordinate

Scale 7. FOCAL AMBIGUITY

Score: II. never = 1, infrequently = 2, sometimes = 3,
frequently = 4, always = 5.

		Response range	Mean	Standard deviation
<u>Sub-scale 7.1 Self to Superordinate Sufficiency</u>				
1.IIC.2.	In an average month how often do you find that you have not given enough information to your boss?	1-4	2.206	0.242
2.IIC.5.	In an average month how often do you find that you have given your boss all the information he wanted?	1-5	3.667	0.306
<u>Sub-scale 7.2 Self to Superordinate Clarity</u>				
1.IIC.8.	In an average month how often do you find that you have given your boss your wishes clearly?	1-5	4.206	0.255
2.IIC.11.	In an average month how often do you find that you have given your boss your ideas in sufficient detail?	1-5	3.825	0.276
<u>Sub-scale 7.3 Self to Superordinate Ambiguity</u>				
1.IIC.14.	In an average month how often do you find that you have given ambiguous ideas to your boss?	1-3	1.667	0.179
2.IIC.17.	In an average month how often do you find that you have given muddled messages to your boss?	1-3	1.508	0.178
Total		9-20	17.095	1.864

Table 2.14

Questionnaire 4, parts I& II, sections A&C.

Variable 1. INTRA-ROLE STRESS

Dimension 2. Multiple senders

Scale 7. FOCAL AMBIGUITY

Score: I. false = 0, uncertain = 1, true = 2.
 II. never = 1, infrequently = 2, sometimes = 3,
 frequently = 4, always = 5.

		Response range	Mean	Standard deviation
<u>Sub-scale 7.1 Self to Senders Sufficiency</u>				
1.IA.7.	A person in my job would find that he is sometimes unable to provide sufficient information for others.	1-3	2.381	0.281
2.IA.14.	A person in my job would find that he is sometimes unable to provide sufficient instructions for others.	1-3	1.984	0.292
3.IIC.3.	How often in an average month do you find that you have not given other work colleagues enough information?	1-3	2.206	0.206
4.IIC.18.	How often in an average month do you find that you have been thought confusing by your work colleagues?	1-4	1.873	0.238
<u>Sub-scale 7.2 Self to Senders Clarity</u>				
1.1A.21.	A person in my job would find that he sometimes cannot say clearly what he expects of his colleagues	1-3	1.524	0.259
2.IIC.6.	How often in an average month do you find that you have sent muddled messages to colleagues?	1-3	1.603	0.193
3.IIC.9.	How often in an average month do you find that you have not given clear instructions to other work colleagues?	1-3	1.952	0.183
<u>Sub-scale 7.3 Self to Senders Ambiguity</u>				
1.1A.26.	A person in my job would find that whoever the person is, because of the nature of the job, others will find him ambiguous and difficult to understand.	1-3	1.683	0.259

/ continued

Table 2.14 (continued)

Scale 7. FOCAL AMBIGUITY

	Response range	Mean	Standard deviation
Sub-scale 7.3(Continued)			
2.IIC.12. How often in an average month do you find that you have been considered ambiguous by other work colleagues?	1-4	2.127	0.231
3.IIC.15. How often in an average month do you find that you have been misunderstood by your work colleagues?	1-4	2.190	0.204
	Total	10-28	19.619
			4.495

Table 2.15

Questionnaire 4, parts I & II, section B.

Variable 1. INTRA-ROLE STRESS

Dimension A. Intra-role compatibility

Scale 1. SINGLE SENDER

Score: I. false = 0, uncertain = 1, true = 2.
 II. never = 1, infrequently = 2, sometimes = 3,
 frequently = 4, always = 5.

		Response range	Mean	Standard deviation
<u>Sub-scale</u>	Intra-Sender Conflict			
1.IB.1.	A person in my position would find that his boss is usually consistent in his directives.			
<u>Sub-scale</u>	Superordinate Impracticability			
1.IB.8.	A person in my position would find that his bosses wishes are highly practical.			
<u>Sub-scale</u>	Superordinate Ambiguity			
1.IB.5.	A person in my position would find that his boss lets him know in good time when he wants something.			
2.IIB.14.	How often in an average month does your boss adequately define the limits of your authority?			
3.IB.10.	A person in my position would find that his boss clearly defines the scope of his responsibility.			
4.IB.14.	A person in my position would find that his boss gives him clear instructions			

Table 2.16

Questionnaire 4, parts I&II, section B.

Variable 1. INTRA-ROLE STRESS

Dimension A. Intra-role compatability

Scale 2. MULTIPLE SENDER

Score: I. false = 0, uncertain = 1, true = 2.
 II. never = 1, infrequently = 2, sometimes = 3,
 frequently = 4, always = 5.

		Response range	Mean	Standard deviation
Sub-scale	Inter-Sender Conflict			
1.IA.1.	A person in my position would find that his work colleagues agree on the main responsibilities in his job.			
Sub-scale	Senders Illegitimacy			
1.IA.9.	A person in my position would find that the people he works with expect him to carry out his duties in a manner which is in line with his personal values.			
2.IA.16.	A person in my position would find that the people he works with respect his standards over quality of work.			
3.IIA.2.	How often in an average month do those with whom you work regularly agree with the way in which you discipline your subordinates?			
4.IIA.8.	How often in an average month do those with whom you work regularly agree with the way you take action after an expensive mistake?			
Sub-scale	Senders Impracticality			
1.IA.10.	A person in my position would find that work colleagues expectations of the nature of his work are sound and realistic.			
Sub-scale	Senders Ambiguity			
1.IA.6.	A person in my position would find that his responsibilities are clearly defined.			
2.IIA.12.	How often in an average month do those with whom you work regularly tell you enough of their intentions to make a decision?			

/ continued

Table 2.16 (continued)

Scale 2. MULTIPLE SENDER

Sub-scale	Senders Ambiguity ^a	Response range	Mean	Standard deviation
3.IA.20.	A person in my position would find that he knows what most people expect of him.	1-5	3.182	0.812
4.IIA.16.	How often in an average month do those with whom you work regularly tell you their plans clearly?	1-5	3.318	0.812
5.IIA.22.	How often in an average month do those with whom you work regularly give you the details you need to make a decision?	1-5	3.900	0.812
3		1-5	2.732	
2.100		1-5	3.432	
2.110		1-5	2.432	
2.120		1-5	3.432	
2.130		1-5	3.532	
2A		1-5	4.432	
3.1		1-5	0.432	
4.1		1-5	3.032	
4.2		1-5	1.132	
Result ^b			3.95	
				0.812

^aDenominator degree of freedom
^bNumerator degree of freedom

Table 3.1

MEANS AND F VALUES FOR STRESS AND COMPATIBILITY SCORES:
A COMPARISON OF MERSEYSIDE AND MIDLANDS

	Means		F ratio
	Merseyside	Midlands	
1.1	5.733	4.757	4.040
1.2	11.000	8.060	14.185
1.3	12.400	10.727	3.312
1.4	20.466	16.242	12.345
1.5	14.766	13.454	1.318
1.6	7.933	6.787	3.772
1.7	17.100	17.090	0.000
2.1	12.566	12.666	0.016
2.2	8.466	7.000	8.757
2.3	12.633	11.303	2.727
2.4(o)	15.666	13.242	6.411
2.4(u)	5.433	4.696	2.495
2.5(c)	8.233	7.636	1.441
2.5(o)	8.700	8.272	0.535
2.6	12.400	11.151	4.454
2.7	20.066	19.566	0.192
A.1	10.966	12.000	2.003
A.2	15.600	16.363	1.330

F value¹ 0.75 0.90 0.95

 9.76 62.80 252

1. Denominator degree of freedom 1.
2. Numerator degrees of freedom 60.

Table 3.2

MEANS AND F VALUES FOR STRESS AND COMPATIBILITY SCORES: A
COMPARISON ACROSS LEVELS BETWEEN COMPANIES

	Executives			Middle Managers			Junior Managers		
	Mersey	Midland	F	Mersey	Midland	F	Mersey	Midland	F
1.1	6.000	5.000	0.810	5.785	5.058	0.832	5.444	4.181	3.393
1.2	9.285	8.600	0.218	10.642	8.058	5.306	12.888	7.583	14.340
1.3	10.428	9.600	0.339	12.642	11.529	0.575	13.555	10.000	5.409
1.4	19.714	17.600	0.439	20.785	16.588	5.588	20.555	14.181	9.284
1.5	14.285	16.200	0.721	14.642	13.235	0.555	15.333	12.545	2.697
1.6	7.857	5.600	1.903	8.071	7.117	1.229	7.777	6.818	1.010
1.7	17.857	17.200	0.490	16.928	17.352	0.521	16.666	16.636	0.000
2.1	11.857	11.600	0.012	13.285	13.588	0.071	12.000	11.727	0.044
2.2	9.285	5.400	14.382	8.214	6.882	3.793	8.222	7.909	0.120
2.3	12.428	10.800	1.368	12.714	12.058	0.229	12.666	10.363	3.676
2.4(o)	17.000	14.400	1.151	15.357	14.705	0.234	15.111	10.545	10.341
2.4(u)	5.000	3.200	3.068	5.571	5.058	0.539	5.555	4.818	0.899
2.5(c)	8.285	7.600	0.212	7.714	7.823	0.026	9.000	7.363	3.941
2.5(o)	8.714	7.800	0.347	8.571	8.588	0.000	8.888	8.000	0.792
2.6	12.571	10.000	4.042	12.214	11.529	0.553	12.555	11.090	2.144
2.7	19.000	18.800	0.008	20.000	20.058	0.001	21.000	18.727	1.869
A1	11.000	13.800	2.977	10.500	11.764	1.388	11.666	11.545	0.008
A2	16.857	17.400	0.143	14.928	15.941	1.047	15.666	16.545	0.599

F value ¹		0.75	0.90	0.95
	12	3.39	9.41	194
Numerator	30	9.67	62.3	250
	20	9.58	61.7	248

1. 1 degree of freedom

Table 3.3

MEANS AND F VALUES FOR STRESS AND COMPATIBILITY SCORES: A
COMPARISON BETWEEN LEVELS WITHIN COMPANIES

	Merseyside				Midlands			
	Means			F	Means			F
	Executives	Middle Managers	Junior Managers		Executives	Middle Managers	Junior Managers	
1.1	6.000	5.785	5.444	0.130	5.000	5.058	4.181	0.834
1.2	8.666	10.642	12.888	2.300	8.600	8.058	7.818	0.232
1.3	10.428	12.642	13.555	1.548	9.500	11.529	10.000	0.872
1.4	19.714	20.785	20.555	0.097	17.600	16.588	14.181	1.309
1.5	14.285	14.642	15.333	0.094	16.200	13.235	12.545	1.366
1.6	7.857	8.071	7.777	0.035	5.600	7.117	6.818	1.090
1.7	17.857	16.928	16.777	1.668	17.200	17.352	16.636	0.321
2.1	11.857	13.285	12.000	0.762	11.600	13.588	11.727	1.295
2.2	9.285	8.214	8.222	0.659	5.400	6.882	7.909	4.053
2.3	12.428	12.714	12.666	0.019	10.800	12.058	10.363	0.933
2.4(o)	17.000	15.357	14.000	0.974	14.400	14.705	10.545	4.465
2.4(u)	5.000	5.571	5.555	0.190	3.200	5.058	4.818	2.856
2.5(c)	8.285	7.714	9.000	1.091	7.600	7.823	7.363	0.186
2.5(o)	8.714	8.571	8.888	0.046	7.800	8.588	8.000	0.334
2.6	12.571	12.214	12.555	0.070	10.000	11.529	11.090	0.902
2.7	19.000	20.000	21.000	0.375	18.800	20.058	18.727	0.378
A.1	11.000	10.500	11.666	0.348	13.800	11.764	11.545	1.496
A.2	16.857	14.928	15.666	1.337	17.400	15.941	16.545	0.606

F value¹

	<u>0.75</u>	<u>0.90</u>	<u>0.95</u>
	3.44	9.46	19.5

1. Denominator degrees of freedom 2
 Numerator degrees of freedom 30.

Table 3.4

Interview 1, part II.

Variable 2. RANK

Dimension 1. The amount of power experienced

Scale 2. DOMINANCE

Sub-scale 1. Superordination

Score: II. false = 0, uncertain = 1, true = 2.
(N.B. (F) after question means false scores 2,
uncertain 1, true 0.)

		Response range	Mean	Standard deviation
Sub-sub-scale 2.1.1. Subordinates as Senders				
1.IIa1.	All of my subordinates check practically all decisions with me. (F)	0-2	1.260	0.532
2.IIa2.	All of my subordinates only check critical decisions with me.	0-2	1.616	0.738
3.IIa3.	All of my subordinates wait for me to check with them first.	0-2	0.219	0.507
4.IIa4.	All of my subordinates bring non-routine matters for my approval.	0-2	1.164	0.882
Sub-sub-scale 2.1.2. Subordinates as Receivers				
1.IIb1.	With my subordinates I check frequently on their work. (F)	0-2	0.548	0.800
2.IIb2.	With my subordinates I only check their work when there is trouble.	0-2	0.493	0.784
3.IIb3.	With my subordinates I let them check with me first when there is trouble.	0-2	1.137	0.981
4.IIb4.	With my subordinates I only review their non-routine work.	0-2	0.493	0.748
Sub-sub-scale 2.1.3. Subordinates as a Perceived Experience				
1.IIc1.	Subordinates of mine can set their own work pace .	0-2	0.671	0.817
2.IIc2.	Subordinates of mine are allowed a great deal of say in the way they work.	0-2	1.767	0.514
3.IIc3.	Subordinates of mine are left alone unless they want help.	0-2	0.795	0.881
4.IIc4.	Subordinates of mine can make their own work methods.	0-2	0.932	0.837

Table 3.5

Interview 1, part II.

Variable 2. RANK

Dimension 1. The amount of power experienced

Scale 2. DOMINANCESub-scale 2. Closeness of control

Score: II. false = 0, uncertain = 1, true, = 2.
 (NB. (F) after question means that false scores 2,
 uncertain 1, true 0.)

		Response range	Mean	Standard deviation
<u>Sub-sub-scale 2.2.1. Subordination to Superior</u>				
1.IId1.	A person in my position checks practically all decisions with his superior. (F)	0-2	1.411	0.565
2.IId2.	A person in my position only checks critical decisions with his superior.	0-2	1.863	0.419
3.IId3.	A person in my position waits for his superior to check with him	0-2	0.384	0.659
4.IId4.	A person in my position only takes non-routine matters for the decision of his superior.	0-2	1.562	0.764
<u>Sub-sub-scale 2.2.2. Superordination of Superior</u>				
1.IIe1.	My superior constantly reviews my work. (F)	0-2	1.548	0.943
2.IIe2.	My superior only checks my work when there is a crisis.	0-2	1.192	0.877
3.IIe3.	My superior only reviews my non-routine work.	0-2	1.055	0.896
4.IIe4.	My superior waits for me to check with him.	0-2	0.753	0.830
<u>Sub-sub-scale 2.2.3 Subordination as a Perceived Experience</u>				
1.IIf1.	A person in my position can set his own work pace.	0-2	1.329	0.883
2.IIf2.	A person in my position is allowed a great deal of say in the way he works.	0-2	1.863	0.451
3.IIf3.	A person in my position is left alone unless he wants help.	0-2	1.534	0.689
4.IIf4.	A person in my position can make his own work methods.	0-2	1.534	0.747

Table 3.6

Interview 1, part II.

Variable 2. RANK

Dimension 1. The amount of power experienced

Scale 2. DOMINANCESub-scale3. Autonomy

Score: II. false = 0, uncertain = 1, true = 2.
 (NB. (F) after question means that false scores 2,
 uncertain 1, true 0.)

		Response range	Mean	Standard deviation
<u>Sub-sub-scale 2.3.1. Amount of Action in the Position</u>				
1.IIg1.	Being in my position means that I tackle my own headaches.	0-2	1.632	0.584
2.IIg2.	Being in my position means that I state my own important problems.	0-2	1.863	0.384
3.IIg3.	Being in my position means that I enforce my decisions.	0-2	1.493	0.648
4.IIg4.	Being in my position means that I get things moving when I have a problem.	0-2	1.808	0.461
5.IIg5.	Being in my position means that I investigate issues that affect my own decisions.	0-2	1.959	0.200
6.IIg6.	Being in my position means that I make most of the decisions that affect me.	0-2	1.438	1.167
<u>Sub-sub-scale 2.3.2. Amount of Reaction in the Position</u>				
1.IIh1.	A person in my position would feel like a sitting target. (F)	0-2	0.904	0.930
2.IIh2.	A person in my position would feel that most of the time he simply reacts when others ask him. (F)	0-2	1.849	0.462
3.IIh3.	A person in my position would feel like a marionette. (F)	0-2	1.849	0.430
4.IIh4.	A person in my position would feel that those around him run his job. (F)	0-2	1.527	0.726
5.IIh5.	A person in my position would feel that he has to hide in order to get any work done. (F)	0-2	1.616	0.592
6.IIh6.	A person in my position would feel that most of his time he has to himself.	0-2	0.260	0.624

Table 3.7

Questionnaire 1, part I.

Variable 2. RANK

Dimension 2. Power

Scale 1. DEALING WITH PEOPLE

Sub-Scale 1. Amount of Staffing Activity

Score: I. never = 1, infrequently = 2, sometimes = 3,
frequently = 4, always = 5.

* Refers to the Appendix and the item number in Hemphill (1960).

Sub-sub-scale 1.1.1

How often do you have the last word on decisions in this area?

- 1.I.3. change in promotion policy
 - 2.I.4. change in recruitment policy
 - 3.I.1. promotion of personnel (B44*)
 - 4.I.2. recruitment of new employees (C137*)
 - 5.I.5. change in the size of the labour force
 - 6.I.6. change in staff promotion opportunities
-

Table 3.8

THE FREQUENCY OF POWER, INFLUENCE AND POWERLESSNESS IN THREE STAFFING ACTIVITIES AT MERSEY AND MIDLAND

Number	Activity Phrase	Always		Frequently		Sometimes		Infrequently		Never		Nought	
		Mersey	Midland	Mersey	Midland	Mersey	Midland	Mersey	Midland	Mersey	Midland	Mersey	Midland
22111	HOW OFTEN DO YOU HAVE THE LAST WORD ON DECISIONS IN THIS AREA? Change in promotion policy	11	20	15	14	0	0	0	1	0	1	0	1
22115	Change in the size of the labour force	4	13	11	14	0	4	0	0	0	3	0	0
22116	Change in staff promotion opportunities	1	6	9	14	12	4	3	2	0	1	8	9

Table 3.9

Questionnaire 1, part I.

Variable 2. RANK

Dimension 1. Power

Scale 1. Dealing with People

Sub-scale 2. Amount of Supervisory Activity

Score: I. never = 1, infrequently = 2, sometimes = 3,
frequently = 4, always = 5.

* Refers to the Appendix and the item number in Hemphill (1960), and -
signifies that the original phrasing has been modified (see footnote
3.31)

Sub-sub-scale 1.2.1. Allocation of Tasks

How often do you have the last word on decisions in this area?

- 1.I.11. change in job assignment policy
- 2.I.12. change in job transfer policy
- 3.I.7. assignment of jobs to subordinates
- 4.I.8. assignment of jobs to employees (B45*)
- 5.I.9. transfer of subordinates from one job to another
- 6.I.10. transfer of employees from one job to another

Sub-sub-scale 1.2.2. Supervisory Control: Training

How often do you have the last word on decisions in this area?

- 1.I.17. change in training policy
- 2.I.18. change in counselling policy
- 3.I.13. training new subordinates in the performance of work (B8*)
- 4.I.14. training new employees in the performance of work
- 5.I.15. advising subordinates about their development (C21*)
- 6.I.16. advising employees about their development

Sub-sub-scale 1.2.3. Supervisory Control: Discipline

How often do you have the last word on decisions in this area?

- 1.I.27. change in employee appraisal policy
- 2.I.28. change in employee discipline policy
- 3.I.19. reviewing employees' performance reports (B24*)
- 4.I.20. reviewing subordinates' performance reports

/continued

Table 3.9 (continued)

Scale 1. Dealing with People

Sub-sub-scale 1.2.3. continued

- 5.I.21. disciplining irregular behaviour in subordinates
- 6.I.22. disciplining irregular behaviour in employees
- 7.I.23. lay off of subordinates
- 8.I.24. lay off of employees
- 9.I.25. dismissal of subordinates
- 10.I.26. dismissal of employees

continued

Table 3.10 THE FREQUENCY OF POWER, INFLUENCE AND POWERLESSNESS IN SIX SUPERVISORY ACTIVITIES AT MERSEY AND MIDLAND

Number	Activity Phrase	Always		Frequently		Sometimes		Infrequently		Never		Nought	
		Mersey	Midland	Mersey	Midland	Mersey	Midland	Mersey	Midland	Mersey	Midland	Mersey	Midland
211213	Assignment of jobs to subordinates	29	20	4	16	0	0	0	0	0	0	0	0
211215	Transfer of subordinates from one job to another	13	10	11	21	3	2	0	2	1	0	6	0
211223	Training new subordinates in the performance of work	20	18	10	12	1	1	1	0	1	0	3	0
211225	Advising subordinates about the development	15	13	18	7	3	2	0	0	0	0	0	6
211235	Disciplining irregular behaviour in subordinates	13	15	17	14	2	2	0	0	0	0	3	0
21123	Change in employee appraisal policy	1	2	2	6	7	5	2	2	4	1	17	20

Table 3.11

Questionnaire 1, part I.

Variable 2. RANK

Dimension 1. Power

Scale 2. Dealing with People

Sub-Scale 3. Amount of Conflict Containment Activity

Score: I. never = 1, infrequently = 2, sometimes = 3,
frequently = 4, always = 5.

Sub-sub-scale 2.3.1. Conflict Preventive

How often do you have the last word on decisions in this area?

- 1.I.34. change in employee morale policy
- 2.I.35. change in employees' facilities policy
- 3.I.29. presentation of awards to employees (B33*)
- 4.I.30. explanation of management policies to workers (B134*)
- 5.I.31. explanation to staff members the relationship of their work to the objectives of the company (B141*)
- 6.I.32. establishment of welfare facilities
- 7.I.33. establishment of sports and social facilities

Sub-sub-scale 2.3.2. Conflict Palliative

How often do you have the last word on decision in this area?

- 1.I.41. change in grievance policy
 - 2.I.36. preparation of answers to grievances (B40*)
 - 3.I.37. participation in grievance proceedings (B147*)
 - 4.I.38. installation of labour contracts (B109*)
 - 5.I.39. establishment of salary agreements
 - 6.I.40. change in grievance procedure
 - 7.I.42. change in wage negotiation procedure
 - 8.I.43. change in salary administration procedure
 - 9.I.44. meet with local union representatives
 - 10.I.45. discuss with staff associations' representatives
-

Table 3.12 THE FREQUENCY OF POWER, INFLUENCE AND POWERLESSNESS IN FIVE CONFLICT PREVENTION ACTIVITIES AT MERSEY AND MIDLAND

Number	Activity Phrase	Always		Frequently		Sometimes		Infrequently		Never		Nought	
		Mersey	Midland	Mersey	Midland	Mersey	Midland	Mersey	Midland	Mersey	Midland	Mersey	Midland
212311	Change in employee morale policy	0	6	3	5	5	4	2	0	6	1	17	19
212312	Change in employees' facilities policy	0	1	5	8	3	3	2	3	5	1	17	19
212313	Presentation of awards to employees	2	2	5	9	3	5	2	2	4	2	17	15
212315	Explanation to staff members of the relationship between their work and company objectives	5	15	10	10	8	1	2	1	1	0	8	8
212317	Establishment of sports and social facilities	1	1	1	3	1	8	0	1	14	1	16	21

Table 3.13 THE FREQUENCY OF POWER, INFLUENCE AND POWERLESSNESS IN TEN CONFLICT PALLIATION ACTIVITIES AT MERSEY AND MIDLAND

Number	Activity Phrase	Always		Frequently		Sometimes		Infrequently		Never		Nought	
		Mersey	Midland	Mersey	Midland	Mersey	Midland	Mersey	Midland	Mersey	Midland	Mersey	Midland
212321	Change in grievance policy	0	2	2	6	2	5	5	1	3	1	21	20
212322	Preparation of answers to grievances	3	13	8	10	13	5	0	0	1	0	8	7
212323	Participation in grievance proceedings	1	11	6	13	11	3	2	0	2	0	11	8
212324	Installation of labour contracts	0	1	1	6	1	2	3	0	4	1	24	25
212325	Establishment of salary agreements	0	11	6	4	3	3	4	1	3	1	17	15
212326	Change in grievance procedure	0	2	2	7	2	5	5	1	3	1	21	19
212327	Change in wage negotiation procedure	1	5	2	5	0	5	3	1	6	1	21	19
212328	Change in salary administration procedure	1	4	3	7	3	3	4	1	4	1	18	19
212329	Meet with local union representatives	2	8	9	13	10	3	2	0	1	0	9	11
2123210	Discuss with staff associations representatives	2	6	7	10	9	5	2	2	1	0	12	12

Table 3.14

Questionnaire 1, part III.

Variable 2. RANK

Dimension 1. Power

Scale 3. DEALING WITH CAPITAL

Sub-scale 3.1 Amount of Capital-Securing Activity

Score: III. never = 1, infrequently = 2, sometimes = 3,
frequently = 4, always = 5.

Sub-scale 3.1 Amount of Capital-Securing Activity

How often do you have the last word on decisions in this area?

- 1.III.5. changing the capital raising policy
 - 2.III.1. dealing with representtatives of institutional investors (B34*)
 - 3.III.2. processing payments tco the company (B62*)
 - 4.III.3. negotiating bank loanss for the company (B2*)
 - 5.III.4. issuing new stock for tthe company
-

Table 3.15

Questionnaire 1, part III.

Variable 2. RANK

Dimension 1. Power

Scale 3. DEALING WITH CAPITAL

Sub-scale 2. Amount of Finance Activity

Score: III. never = 1, infrequently = 2, sometimes = 3,
frequently = 4, always = 5.

Sub-sub-scale 3.2.1. Allocation of Resources

How often do you have the last word on decisions in this area?

- 1.III.10. changing budgeting policy
- 2.III.11. changing the salary structure
- 3.III.12. changing the wage structure
- 4.III.13. changing the capital expenditure policy
- 5.III.6. examining documents that obligate the company to more than £1,000 (C15*)
- 6.III.7. preparing budgets for expenses (B19*)
- 7.III.8. determining whether an expenditure should be handled as a capital expenditure or as an operating expense (B108*)
- 8.III.9. determining of wages and salaries (B147*)

Sub-sub-scale 3.2.2. Control of Finance Activity

- 1.III.17. changing the production control policy
 - 2.III.18. changing the production costing policy
 - 3.III.14. estimating production costs (C33*)
 - 4.III.15. considering requests for expenditure of more than £1,000 not covered in budgets (B102*)
 - 5.III.16. establishing a wages and salary review
 - 6.III.19. setting profit objectives for operating groups (C34*)
-

Table 3.16

Questionnaire 1, part III.

Variable 2. RANK

Dimension 1. Power

Scale 3. DEALING WITH CAPITAL

Sub-scale 3. Amount of Profits Activity

Score: III. never = 1, infrequently = 2, sometimes = 3,
frequently = 4, always = 5.

How often do you have the last word on decisions in this area?

1.III.20. setting profit objectives for the following year (C27*)

2.III.21. establishing expense controls (B173*)

3.III.22. setting goals for the next five years' performance (B218*)

4.III.23. changing shareholders' dividend

5 III.24. justifying capital expenditures in terms of profitability (B114*)

6.III.25. explaining divergences between budgeted and actual
expenditure (B191*)

7.III.26. preparing the Annual Statement

8.III.27. examining excessive expenses

Table 3.17

Questionnaire 1, Part IV.

Variable 2. RANK

Dimension 1. Power

Scale 4. DEALING WITH MATERIALS

Sub-Scale 1. Amount of Raw Material Securing Activity

Score: IV. never = 1, infrequently = 2, sometimes = 3,
frequently = 4, always = 5.

How often do you have the last word on decisions in this area?

- 1.IV.6. changing raw materials purchasing policy
 - 2.IV.1. checking deliveries of raw materials suppliers (B63*)
 - 3.IV.2. expediting of critical materials (B116*)
 - 4.IV.3. purchasing of raw materials (B146*)
 - 5.IV.4. pricing of raw materials (B169)
 - 6.IV.5. changing raw materials suppliers
-

Table 3.8

Questionnaire 1, part VI.

Variable 2. RANK

Dimension 1. POWER

Scale 4. DEALING WITH MATERIALS

Sub-Scale 2. Amount of Administrative
Activity

Score: VI: never = 1, infrequently = 2, sometimes = 3,
frequently = 4, always = 5.

Sub-sub-scale 4.2.1. Allocation

How often do you have the last word on decisions in this area?

- 1.VI.8. changing paper work policy
- 2.VI.1. preparing manuals (B65*)
- 3.VI.2. preparing procedure memoranda (B68*)
- 4.VI.3. preparing contracts (B17*)
- 5.VI.4. drafting letters (B81*)
- 6.VI.5. preparing agenda for meetings (B79*)
- 7.VI.6. changing memoranda procedure
- 8.VI.7. changing instructions manual

Sub-sub-scale 4.2.2. Control

- 1.VI.14. changing administration policy
 - 2.VI.9. checking on usage of office equipment (B35*)
 - 3.VI.10. reviewing the organisation of clerical processing
of information (B148*)
 - 4.VI.11. maintaining reports on department's activities (B87*)
 - 5.VI.12. comparing departmental reports to detect any discrepancies (B39*)
 - 6.VI.13. changing office equipment
-

Table 3.20 THE FREQUENCY OF POWER, INFLUENCE AND POWERLESSNESS IN TWO ADMINISTRATIVE CONTROL ACTIVITIES AT MERSEY AND MIDLAND

Number	Activity Phrase	Always		Frequently		Sometimes		Infrequently		Never		Nought	
		Mersey	Midland	Mersey	Midland	Mersey	Midland	Mersey	Midland	Mersey	Midland	Mersey	Midland
214224	Maintaining reports on departments' activities	19	10	8	10	1	5	0	0	0	0	5	10
214225	Comparing departmental reports to detect any discrepancies	10	5	8	11	4	5	0	1	0	0	11	13

Table 3.21

Questionnaire 1, part IV.

Variable 2. RANK

Dimension 1. Power

Scale 5. DEALING WITH CAPITAL EQUIPMENT Sub-scale 1. Amount of technical control activity

Score: IV. never = 1, infrequently = 2, sometimes = 3,
 frequently = 4, always = 5.

Sub-sub-scale 5.1.1. Allocation

How often do you have the last word on decisions in this area?

- 1.IV.7. scheduling of production (C4*)
- 2.IV.8. assigning priorities for work completion (B115*)
- 3.IV.9. planning production flow (B170*)
- 4.IV.10. introducing new products (C23*)
- 5.IV.11. installing new technical procedures

Sub-sub-scale 5.1.2. Land Utilisation

- 1.IV.12. examining plant layout (B14*)
- 2.IV.13. examining preliminary building plans
- 3.IV.14. designing new plant layout

Sub-sub-scale 5.1.3. Control by Review

- 1.IV.15. evaluating production records (B201*)
 - 2.IV.16. inspecting machinery
 - 3.IV.17. inspecting products
 - 4.IV.18. formulating maintenance programmes (B10*)
 - 5.IV.19. enforcing safety regulations
 - 6.IV.20. adjusting work schedules to meet emergencies (B23*)
-

Table 3.22 THE FREQUENCY OF POWER, INFLUENCE AND POWERLESSNESS IN FIVE TECHNICAL CONTROL ACTIVITIES AT MERSEY AND MIDLAND

Number	Activity Phrase	Always		Frequently		Sometimes		Infrequently		Never		Nought	
		Mersey	Midland	Mersey	Midland	Mersey	Midland	Mersey	Midland	Mersey	Midland	Mersey	Midland
215111	Scheduling of production	2	10	6	8	1	1	2	1	0	0	22	13
215112	Assigning priorities for work completion	4	8	8	10	1	1	1	1	0	0	19	13
215131	Evaluating production records	3	5	2	12	5	1	0	0	1	0	22	17
215135	Enforcing safety regulations	4	9	4	9	2	2	0	0	1	0	22	15
215136	Adjusting work schedules to meet emergencies	4	8	8	12	0	1	3	6	1	0	17	14

Table 3.23

Questionnaire 1, part V.

Variable 2. RANK

Dimension 1. Power

Scale 6. DEALING WITH IDEAS

Sub-scale 1. Amount of Ideas Recruitment
Activity

Score: never = 1, infrequently = 2, sometimes = 3,
frequently = 4, always = 5.

Sub-scale 6.1

How often do you have the last word on decisions in this area?

- 1.V.7. changing company policy towards conference attendance.
 - 2.V.1. attending management conferences.
 - 3.V.2. contacting research associations.
 - 4.V.3. reading management journals.
 - 5.V.4. following changes in production techniques.
 - 6.V.5. following developments in administrative techniques.
 - 7.V.6. changing company policy towards research associations.
-

Table 3.24

Questionnaire 1, part V.

Variable 2. RANK

Dimension 1. Power

Scale 6. DEALING WITH IDEAS

Sub-scale 2. Amount of ideas analysis activity

Score: never = 1, infrequently = 2, sometimes = 3,
frequently = 4, always = 5.

Sub-scale 6.2

How often do you have the last work on decisions in this area?

- 1.V.8. analysing operations to reduce inefficiency (B181*).
 - 2.V.9. analysing reasons for production rejects (B159*).
 - 3.V.10. developing ideas for new products (B98*).
 - 4.V.11. analysing measures to control waste of materials (B185*).
 - 5.V.12. changing methods of work study (B99*).
-

Table 3.25

Questionnaire 1, part II.

Variable 2. RANK

Dimension 1. Power

Scale 6. DEALING WITH OTHER
ORGANIZATIONS

Sub-scale 1 People

Score: never = 1, infrequently = 2, sometimes = 3,
frequently = 4, always = 5.

Sub-sub-scale 6.1.1. The General Public

How often do you have the last word on decisions in this area?

- 1.II.5. changing company public relations policy.
- 2.II.6. changing company advertising policy.
- 3.II.1. reviewing publications for public consumption (B47*).
- 4.II.2. receiving important visitors to the company (B57*).
- 5.II.3. meeting journalists (B76*).
- 6.II.4. engagements involving public speaking (B100*)

Sub-sub-scale 6.1.2. Charities

How often do you have the last word on decisions in this area?

- 1.II.9. changing company charity policy.
- 2.II.7. receiving those seeking charity contribution from the company(B3*).
- 3.II.8. assessing charity contributions.

Sub-sub-scale 6.1.3. Governments

How often do you have the last word on decisions in this area?

- 1.II.14. changing company policy towards local authorities.
 - 2.II.15. changing company policy towards national government.
 - 3.II.10. collaborating with civic authorities on mutually beneficial issues.
 - 4.II.11. establishing links with local authorities.
 - 5.II.12. preparing reports for government agencies.
 - 6.II.13. maintaining contacts with government agencies.
-

Table 3.26

Questionnaire 1, part II.

Variable 2. RANK

Dimension 1. Power

Scale 6. DEALING WITH OTHER ORGANIZATIONS

Sub-scale 2. Business Groups

Score: never = 1, infrequently = 2, sometimes = 3,
frequently = 4, always = 5.

Sub-sub-scale 6.2.1. Competitors Direct

How often do you have the last word on decisions in this area?

- 1.II.20. changing company policy towards competitors.
- 2.II.16. visiting competitors on company business (B49*).
- 3.II.17. preparing reports on competitors activities (B69*).
- 4.II.18. investigating competitors' procedures (B199*).
- 5.II.19. establishing links with competitors.

Sub-sub-scale 6.2.2. Business Associations

How often do you have the last word on decisions in this area?

- 1.II.25. changing company policy towards employers' federations.
 - 2.II.26. changing company policy towards employers' associations.
 - 3.II.21. attending business luncheons (B111*).
 - 4.II.22. attending employers' federation meetings.
 - 5.II.23. raising issues with employers' associations.
 - 6.II.24. maintaining contacts with employers' association.
-

Table 3.27

Questionnaire 1, part II.

Variable 2. RANK

Dimension 1. Power

Scale 6. DEALING WITH OTHER
ORGANIZATIONS

Sub-scale 3. Consumers

Score: never = 1, infrequently = 2, sometimes = 3,
frequently = 4, always = 5.

Sub-scale 6.3.

How often do you have the last word on decisions in this area?

- 1.II.31. establishment of sales objectives for the company (B104*).
 - 2.II.32. change in customer credit policy.
 - 3.II.27. negotiating favourable prices with consumers (B150*).
 - 4.II.28. evaluating consumers' comments (B232*).
 - 5.II.29. assisting salesmen in securing important accounts (C6*).
 - 6.II.30. discussing company products with consumers (B197*).
-

Table 3.28

Questionnaire 1, part V.

Variable 2. RANK

Dimension 1. Power

Scale 6. DEALING WITH OTHER ORGANIZATIONS

Sub-scale 4. Idea Sources

Score: never = 1, infrequently = 2, sometimes = 3,
frequently = 4, always = 5.

Sub-scale 6.4

How often do you have the last work on decisions in this area?

- 1.V.13. maintaining links with research associations.
 - 2.V.14. sponsoring research at university.
 - 3.V.15. liaising with Industrial Training Board.
 - 4.V.16. liaising with management training groups.
 - 5.V.17. liaising with the Export Section of the Board of Trade.
-

Table 3.29

CORRELATIONS BETWEEN CATEGORIES OF DUTY AND STRESS

	SINGLE SENDER				MULTIPLE SENDERS				COMPATABILITY	
	CONFLICT		AMBIGUITY		CONFLICT		AMBIGUITY		Single sender	Multiple sender
	Intra-sender conflict	Impracticality	Sender	Focal	Illegitimacy	Impracticality	Focal Overload	Sender		
DUTY		-219	-352	-204		-224		-254	290	
POWER	Recruiting People		-257		-238			-268		221
	Controlling People									
	Dealing with Capital									
	Dealing with Ideas									
	Dealing with Environment		-226		-265		-244			
INFLUENCE	Recruiting People	246								
	Containing People		242						-267	
	Dealing with Equipment							242		
	Dealing with Ideas				295			257		
	Dealing with Environment		-286		252					267
	Total of all Power Activities		-221							
	Ratio of Power to Influence	-217								
	Ratio of Power and Influence to Powerlessness							-278		
								-219		

Table 3.30

Interview 1, part IV.

Variable 2. RANK

Dimension 2. Prestige

Scale 1. THE AMOUNT OF EXECUTIVE FURNISHINGS

Score: * 0-5 = 1, 6-10 = 2, 11-15 = 3, 16-20 = 4,
21-25 = 5, 26-30 = 6, 31-35 = 7, 36-40 = 8.

		Response range	Mean	Variance
1.IV.1.	Size of office (estimate number of square yards*).	8-40	16.330	45.550
2.IV.2.	carpeting (0 = None, 1 = square, 2 = fitted).	0-2	0.653	0.624
3.IV.3.	curtains (0 = none, 1 = cotton, 2 = heavy, 3 = lined).	0-3	0.944	1.039
4.IV.4.	desk (1 = small, 2 = medium, 3 = large).	1-3	2.153	0.497
5.IV.5.	table (0 = none, 1 = 4-6 seater, 2 = 6-8 seater).	0-2	0.514	0.563
6.IV.6.	high backed chairs (number).	1-10	4.042	4.604
7.IV.7.	easy chairs (number).	0-2	0.153	0.216
8.IV.8.	desk chair (1 = fixed, 2 = arms, 3 = swivel, 4 = leather/moquet).	1-4	3.069	0.967
9.IV.9.	nameplate(0 = No, 1 = Yes).	0-1	0.736	0.197
10.IV.10.	telephone (number)	1-5	2.167	0.535
11.IV.11.	secretary (0 = none, 1 = shared, 2 = personal).	0-2	1.264	0.479

Table 3.31

Interview 2, part IV, section B.

Variable 2. RANK

Dimension 2. Prestige

Scale 2. THE EXTENT OF MATERIAL REWARDS

Score: (No = 0, Yes = 1)

			Response range	Mean	Standard deviation
1.IVB.1.	In which group does your salary fall?				
	1. 1000-1250	7. 2501-2750	13. 4001-4250		
	2. 1251-1500	8. 2751-3000	14. 4251-4500		
	3. 1501-1750	9. 3001-3250	15. 4501- 4750		
	4. 1751-2000	10. 3251-3500	16. 4751-5000		
	5. 2001-2250	11. 3501-3750	17. 5001-5250		
	6. 2251- 2500	12. 3751-4000	18. 5251-5500		
		19. 5501-5750	20. 5751-6000	3-18	8.440 3.440
2.IVB.2.	Are you eligible for any merit payment or bonuses?		0-1	0.315	0.468
3.IVB.6.	How many weeks annual leave have you? (number of weeks)		2-5	3.750	0.494
4.IVB.7.	Do you choose your holiday periods?		0-1	0.836	0.373
5.IVB.8.	Do you have a company car?		0-1	0.192	0.396
6.IVB.9.	Have you an expense account?		0-1	0.041	0.200

Table 4.1

A COMPARISON BETWEEN MERSEY AND MIDLANDS DEPARTMENTS
GROUPED BY PROXIMITY TO PRODUCTION

	Department S1			Department S2			Department S3		
	Mersey	Midland	F	Mersey	Midland	F	Mersey	Midland	F
1.1	4.909	5.333	0.302	6.363	4.000	<u>10.911</u>	5.857	5.300	0.262
1.2	10.909	7.888	<u>5.425</u>	12.363	8.071	<u>9.758</u>	9.714	8.200	1.299
1.3	11.727	10.444	0.625	14.181	10.428	8.013	10.285	11.400	0.317
1.4	19.272	16.777	1.604	20.818	14.071	<u>9.974</u>	21.000	18.200	1.757
1.5	14.090	12.888	0.991	16.000	11.928	4.669	13.428	16.100	0.940
1.6	7.181	6.888	0.102	8.454	6.285	6.830	7.714	7.400	0.047
1.7	16.818	17.333	0.663	17.000	16.928	0.009	17.285	17.100	0.023
2.1	13.090	14.000	0.608	12.181	11.500	0.239	13.714	13.100	0.122
2.2	8.363	7.444	1.034	8.363	6.857	3.562	7.857	6.800	0.730
2.3	13.545	12.444	0.484	11.818	10.500	1.527	12.571	10.400	1.128
2.4(o)	16.090	13.222	3.154	14.181	11.857	2.142	17.000	15.300	0.939
2.4(u)	5.454	5.222	0.059	6.090	4.500	4.459	4.428	4.500	0.009
2.5(c)	7.818	8.000	0.036	9.272	7.642	4.307	7.142	7.300	0.033
2.5(o)	9.181	8.222	0.940	8.636	8.071	0.354	7.857	8.600	0.336
2.6	12.727	11.666	1.020	12.454	11.428	1.201	11.571	10.300	1.064
2.7	21.818	18.333	<u>6.091</u>	19.909	20.642	0.135	16.857	18.700	0.835
A.1	11.636	11.888	0.041	10.272	12.928	<u>6.886</u>	11.714	10.800	0.316
A.2	15.363	15.777	0.129	15.545	16.571	1.064	15.714	15.700	0.000

F value .75

12 3.39

20 9.58

Table 4.2

A COMPARISON BETWEEN DEPARTMENTAL GROUPINGS
WITHIN MERSEY AND MIDLANDS

	Merseyside Means				Midlands Means			
	Dept 1	Dept 2	Dept 3	F	Dept 1	Dept 2	Dept 3	F
1.1	4.909	6.363	5.857	1.427	5.333	4.000	5.300	2.324
1.2	10.909	12.363	9.714	1.044	7.888	8.071	8.200	0.050
1.3	11.727	14.181	10.285	2.963	10.444	10.428	11.400	0.235
1.4	19.272	20.818	21.000	0.327	16.777	14.071	18.200	2.864
1.5	14.090	16.000	13.428	0.692	12.888	11.928	16.100	3.404
1.6	7.181	8.454	7.714	0.662	6.888	6.285	7.400	0.890
1.7	16.818	17.000	17.285	0.310	17.333	16.928	17.100	0.081
2.1	13.090	12.181	13.714	0.561	14.000	11.500	13.100	1.637
2.2	8.363	8.363	8.571	0.023	7.444	6.857	6.800	0.363
2.3	13.545	11.818	12.571	0.849	12.444	10.500	10.400	0.994
2.4(o)	16.090	14.181	17.000	1.600	13.222	11.857	15.300	2.220
2.4(u)	5.454	6.090	4.428	1.380	5.222	4.500	4.500	0.628
2.5(c)	7.818	9.272	7.142	2.909	8.000	7.642	7.300	0.307
2.5(o)	9.181	8.636	7.857	0.646	8.222	8.071	8.600	0.151
2.6	12.727	12.454	11.571	0.462	11.666	11.428	10.300	1.074
2.7	21.818	19.909	16.857	3.005	18.333	20.462	18.600	1.025
A.1	11.636	10.272	11.714	0.669	11.888	12.928	10.800	2.127
A.2	15.363	15.545	15.714	0.037	15.777	16.571	16.600	0.288
	F value	$\frac{.75}{3.44}$		$\frac{.90}{9.46}$			$\frac{.95}{19.5}$	

Table 4.3

CLUES FOR THE CORE OF MANAGEMENT:
TASKS BY FREQUENCY OF ENDORSEMENT

Percentage	Mersey	Midland	Total	Task
100	34	35	69	
	32	34	66	Assignment of jobs to subordinates.
	31	35		Advising subordinates about their development.
95	32	33	65	Disciplining irregular behaviour in subordinates.
	30	34	64	Promotion of personnel.
	31	33		Training new subordinates in the performance of work.
	29	34	63	Transfer of subordinates from one job to another.
90			67	
	27	34	61	Recruitment of new employees.
	28	33		Change in the size of the labour force.
	30	29	59	Dismissal of subordinates.
	27	31	58	Assignment of jobs to new employees.
	29	29		Reviewing subordinates performance reports.
	25	31	56	Transfer of employees from one job to another.
	28	28		Explanation to staff members of the relationship of their work to the objectives of the company.
	28	26	54	Establishment of sports and social facilities.
	25	28	53	Preparation of answers to grievances.
	24	28	52	Change in staff promotion opportunities.
	23	29		Training new employees in the performance of their work
	22	30		Disciplining irregular behaviour in employees.
	25	27		Presentation of awards to employees.
	26	26		Changing the capital expenditure policy.
	28	22	50	Considering requests for expenditure of more than £1,000 not covered in budgets.

/ continued

Table 4.3 (continued)

Percentage	Mersey	Midland	Total	Task
	22	26		Change in job assignment policy.
	21	27	48	Change in job transfer policy.
	22	26		Advising employees about their development.
	23	25		Reviewing employees' performance reports.
	21	27		Explanation of management policies to workers.
	25	23		Meet with local union representatives.
	24	24		Examining plant layout.
	23	24	47	Change in promotion policy.
	22	25		Change in training policy.
	25	22		Dismissal of employees.
	24	23		Determining whether an expenditure should be handled as a capital expenditure or as an operating expense.
66	23	23	46	Change in recruitment policy.

Table 4.4

Interview 1, part III.

Variable 3. RESPONSIBILITY

Dimension 4. Job Comprehensiveness

Scale 1. JOB DEMANDS FREQUENCY

	Response range	Mean	Standard deviation
1.III.1. In an average week how many, if any,			
(a) days do you work late at the office?	0-5	4.01	1.559
(d) days do you take work home?	0-5	1.25	1.479
2.III.2. In an average month, how many, if any,			
(a) weekends do you come into the office?	0-4	1.61	1.578
(c) weekends do you take work home?	0-4	1.53	1.519
3.III.3. During your holidays, how many, if any,			
(a) days do you spend at the office?	0-13	2.22	3.124
4.III.4. In a year how many, if any			
(a) overnight business trips do you make?	0-104	10.82	14.431
(b) days away from home are taken up with business trips	0-75	17.48	16.790

Table 4.5

Interview 1, part III.

Variable 3. RESPONSIBILITY

Dimension 4. Job Comprehensiveness

Scale 2. JOB DEMANDS INTENSITY

		Response range	Mean	Standard deviation
1.III.1.	In an average week, how many, if any,			
	(b) hours do you work over at the office?	0-28	7.19	4.798
	(c) hours do you spend on work- related matters at home?	0-10	2.00	2.449
2.III.2.	In an average month, how many, if any,			
	(b) hours do you spend at the office during weekends?	0-39	6.30	8.106
	(d) hours do you spend on office matters at home during the weekend?	0-16	3.48	3.941
3.III.3.	During your holiday, how many, if any,			
	(b) hours do you spend at the office?	0-120	19.32	27.660

Table 4.6

THE CORRELATIONS BETWEEN STRESS SCORES AND JOB DEMANDS AND FREQUENCY AND INTENSITY ABOVE .5 SIGNIFICANCE LEVEL.

Scale No.	Scale Title	Conflict with the Boss		Conflict with others	
		Overload from the boss	Conflict made for the boss	Impracticality from others	Overload from others
341RT	Job Comprehensiveness Frequency of overtime	0.262			0.230
342RT	Job Comprehensiveness Frequency of overtime	0.340	0.323	0.298	0.350

Table 5.1

Questionnaire 2, parts I & II, section C

Variable 3. STRENGTH OF EMPLOYMENT
INTEGRATIVE VALUES

Dimension 1. Professionalism

Scale 1. THE IMPORTANCE OF SOCIAL GOOD

Score: very little personal significance = 1
of little personal significance = 2
of some personal significance = 3
of considerable personal significance = 4
of great personal significance = 5

	Response range	Mean
<u>Sub-scale 1.1</u> The Importance of Community Good		
1.IC.64. In any job I have, to me, to be able to combat social ills	1-5	2.57
2.IC.66. In any job I have, to me, to be able to serve the wider community	1-5	3.11
3.IC.68. In any job I have, to me, to be able to work for the general good of society	1-5	3.19
4.IC.70. In any job I have, to me, to be able to make a contribution to social progress	1-5	3.17
5.IIC.82. In any job I have, to me, to be able to play a major part in providing an unbiased personal service	2-5	4.00
<u>Sub-scale 1.2</u> The Importance of Contribution to Knowledge		
1.IC.71. In any job I have, to me, to be able to push further the boundaries of knowledge	1-5	3.49
2.IC.73. In any job I have, to me, to be able to advance the state of my specialism	1-5	3.38
3.IC.75. In any job I have, to me, to be able to gain greater recognition for my specialism	1-5	3.44
4.IC.77. In any job I have, to me, to be able to make a contribution to knowledge	1-5	3.22
Total	16-40	29.29

Table 5.2

Questionnaire 2, part III, section C.

Variable 3. STRENGTH OF EMPLOYMENT
INTEGRATIVE VALUES

Dimension 1. Professionalism

Scale 2. THE IMPORTANCE OF PROFESSIONAL SKILLS

Score: very little personal significance = 1
of little personal significance = 2
of some personal significance = 3
of considerable personal significance = 4
of great personal significance = 5

	Response range	Mean
1.IIIC.95. When I have an idea, to me, the importance lies in challenge presented to me by the idea	1-5	3.78
2.IIIC.98. When I have an idea, to me, the importance lies in intrinsic interest I have in a special field	1-5	3.33
3.IIIC.101. When I have an idea, to me, the importance lies in enjoyment I would have in the working on the idea	1-5	3.60
4.IIIC.104. When I have an idea, to me, the importance lies in new breakthrough in theory or methods	1-5	3.87
5.IIIC.107. When I have an idea, to me, the importance lies in originality (it is creative)	1-5	3.56
6.IIIC.110. When I have an idea, to me, the importance lies in the possibility of writing an article about it for a technical or professional journal	1-4	1.85

Table 5.3

Questionnaire 2, parts I & II, section C.

Variable 3. STRENGTH OF EMPLOYMENT
INTEGRATIVE VALUES Dimension 2. Managerialism

Scale 1. THE IMPORTANCE OF COMPANY GOOD

Score: very little personal significance = 1
of little personal significance = 2
of some personal significance = 3
of considerable personal significance = 4
of great personal significance = 5

	Response range	Mean
<u>Sub-scale 1.1</u> The Importance of Company Growth		
1.IC.65. In any job I have, to me, to be able to encourage company growth	1-5	3.86
2.IC.67. In any job I have, to me, to be able to open new markets	1-5	3.14
3.IC.69. In any job I have, to me, to be able to initiate company expansion	1-5	3.57
<u>Sub-scale 1.2</u> The Importance of Company Profits		
1.IIC.83. In any job I have, to me, to be able to play a major part in increasing the company's potential net profit	1-5	4.08
2.IIC.86. In any job I have, to me, to be able to play a major part in widening the profit margin on key products	1-5	3.67
3.IIC.89. In any job I have, to me, to be able to play a major part in eliminating unprofitable product lines	1-5	3.66
<u>Sub-scale 1.3</u> The Importance of Company Independence		
1.IC.72. In any job I have, to me, to be able to maintain the company's independence	1-5	3.54
2.IC.74. In any job I have, to me, to be able to strengthen the company in the Stock Market	1-5	3.22
3.IC.78. In any job I have, to me, to be able to lessen the possibility of take-over bids	1-5	3.49

/continued

Table 5.3 (continued)

Questionnaire 2, parts I & II, section C.

Scale 1. THE IMPORTANCE OF COMPANY GOOD

Scale 1. THE IMPORTANCE OF COMPANY GOOD		Response range	Mean
<u>Sub-scale 1.4 The Importance of Competitive Status</u>			
1.IC.76.	In any job I have, to me, to be able to strengthen the company in its markets	1-5	3.78
2.IIC.92.	In any job I have, to me, to be able to play a major part in improving the company's status in the eyes of its customers	1-5	4.32
Total		14-55	40.30
2.IC.67.	In any job I have, to me, to be able to open and maintain	1-5	3.34
3.IC.69.	In any job I have, to me, to be able to maintain company operations	1-5	3.57
<u>Sub-scale 1.2 The Importance of Company Growth</u>			
1.IIC.87.	In any job I have, to me, to be able to play a major part in increasing the company's production and profits	1-5	4.08
2.IIC.96.	In any job I have, to me, to be able to play a major part in enhancing the growth margin of the product	1-5	3.67
3.IIC.98.	In any job I have, to me, to be able to play a major part in stimulating profitable company growth	1-5	3.66
<u>Sub-scale 1.3 The Importance of Company Independence</u>			
1.IC.72.	In any job I have, to me, to be able to maintain the company's independence	1-5	3.54
2.IC.74.	In any job I have, to me, to be able to strengthen the company in the Stock Market	1-5	3.22
3.IC.78.	In any job I have, to me, to be able to lessen the possibility of take-over bids	1-5	3.49

/continued

Table 5.4

Questionnaire2, part III, section C.

Variable 3. STRENGTH OF EMPLOYMENT
INTEGRATIVE VALUES Dimension 2. Managerialism

Scale 2. THE IMPORTANCE OF MANAGERIAL SKILLS

Score: very little personal significance = 1
of little personal significance = 2
of some personal significance = 3
of considerable personal significance = 4
of great personal significance = 5

	Response range	Mean
1.IIIC.96. When I have an idea, to me, the importance lies in the amount of capital investment its implementation would involve	2-5	3.76
2.IIIC.99. When I have an idea, to me, the importance lies in the number of man-hours or people it would require	2-5	3.81
3.IIIC.102. When I have an idea, to me, the importance lies in the equipment expenditure required	1-5	3.76
4.IIIC.105. When I have an idea, to me, the importance lies in the amount of work involved	1-5	3.33
5.IIIC.108. When I have an idea, to me, the importance lies in the length of time a project would take to try out	1-5	3.62
6.IIIC.111. When I have an idea, to me, the importance lies in the possibility of a company patent	1-5	2.49
7.IIIC.113. When I have an idea, to me, the importance lies in the cost	1-5	4.18
Total	12-35	25.00

Table 5.5.

Questionnaire 2, parts I & II, section C.

Variable 3. STRENGTH OF EMPLOYMENT Dimension 3. Bureaucratism
INTEGRATIVE VALUES

Scale 1. THE IMPORTANCE OF 'ADMINISTRATIVE GOOD

Score: very little personal significance = 1,
of little personal significance = 2,
of some personal significance = 3,
of considerable personal significance = 4,
of great personal significance = 5.

	Response range	Mean
<u>Sub-scale 1.1. The Importance of Formalisation</u>		
1.IC.79. In any job I have, to me, to be able to encourage the use of formal, written administrative procedures.	1-5	3.00
2.IIC.81. In any job, I have to me, to be able to play a major part in recording important decisions.	2-5	3.81
3.IIC.84. In any job I have to me, to be able to play a major part in issuing written instructions.	1-5	2.86
4.IIC.85. In any job I have, to me, to be able to play a major part in devising job descriptions.	1-5	2.98
5.IIC.87. In any job I have, to me to be able to play a major part in encouraging formalised procedures.	1-5	3.27
<u>Sub-scale 1.2 The Importance of Standardisation</u>		
1.IC.80. In any job I have, to me, to be able to encourage the use of standard routines and methods of doing things.	1-5	3.39
2.IIC.88. In any job I have, to me, to be able to play a major part in encouraging the use of organizational charts.	1-5	3.06
3.IIC.90. In any job I have, to me, to be able to play a major part in encouraging clear disciplinary procedures.	2-5	3.63

/ continued

Table 5.5. (continued)

Department of Health, Part III, Section C.

Scale 1. THE IMPORTANCE OF ADMINISTRATIVE GOOD

	Response range	Mean
Sub-scale 1.2 (continued)		
4.IIC.91. In any job I have, to me, to be able to play a major part in Setting codes of conduct.	2-5	3.75
5.IIC.93. In any job I have, to me, to be able to play a major part in Establishing standard work procedures.	1-5	3.48
6.IIC.94 In any job I have, to me, to be able to play a major part in Standardising decision-making procedures.	1-5	3.21
Total		36.76
Sub-scale 2.3. The Degree of Importance of		
1.IIC.100. How important is it for me to be able to play a major part in setting codes of conduct?	1-5	3.30
2.IIC.101. How important is it for me to be able to play a major part in establishing standard work procedures?	1-5	3.14
3.IIC.102. How important is it for me to be able to play a major part in standardising decision-making procedures?	1-5	3.05
4.IIC.103. How important is it for me to be able to play a major part in setting codes of conduct?	1-5	3.30
5.IIC.104. How important is it for me to be able to play a major part in establishing standard work procedures?	1-5	3.47
6.IIC.105. How important is it for me to be able to play a major part in standardising decision-making procedures?	1-5	3.22
7.IIC.106. When I know as much as I can about the importance of setting codes of conduct, how important is it for me to be able to play a major part in setting codes of conduct?	1-5	3.50
8.IIC.107. When I know as much as I can about the importance of establishing standard work procedures, how important is it for me to be able to play a major part in establishing standard work procedures?	1-5	3.50
9.IIC.108. When I know as much as I can about the importance of standardising decision-making procedures, how important is it for me to be able to play a major part in standardising decision-making procedures?	1-5	3.50
Total		25.02

Table 5.6

Questionnaire 2, part III, section C.

Variable 3. STRENGTH OF EMPLOYMENT Dimension 3. Bureaucratism
INTEGRATIVE VALUES

Scale 2. THE IMPORTANCE OF ADMINISTRATIVE SKILLS

Score: very little personal significance = 1,
of little personal significance = 2,
of some personal significance = 3,
of considerable personal significance = 4,
of great personal significance = 5.

		Response range	Mean
<u>Sub-scale 2.1. The Extent of Rule Tropism</u>			
1.IIIC.97	When I have an idea, to me, the importance lies in the compatibility with existing procedures.	1-5	3.35
2.IIIC.100	When I have an idea, to me the importance lies in the compatibility with existing policies.	1-5	3.33
3.IIIC.103.	When I have an idea, to me the importance lies in the 'translatability' into practical production terms.	1-5	4.14
4.IIIC.106.	When I have an idea, to me the importance lies in the difference with current practice.	1-5	3.05
<u>Sub-scale 2.2. The Extent of Administrative Tropism</u>			
1.IIIC.109.	When I have an idea, to me the importance lies in the possible administrative difficulties.	1-5	3.36
2.IIIC.112.	When I have an idea, to me, the importance lies in compatibility with administrative routines.	1-5	2.87
3.IIIC.114.	When I have an idea, to me, the importance lies in changes that would be required in manuals.	1-4	2.22
4.IIIC.115.	When I have an idea, to me, the importance lies in changes that would be required in paperwork.	1-5	2.60
Total		14-37	25.02

Table 5.7
 RELATIONSHIPS BETWEEN PARTS OF IDENTITIES AND CATEGORIES OF ROLE STRESS:-
 CORRELATIONS ABOVE .05 LEVEL OF SIGNIFICANCE

Identity	Title of the scale	Scale number	CONFLICT WITH THE BOSS			CONFLICT WITH OTHERS		Ambiguity to others	Compatibility with the boss
			Illegitimacy	Overload	Conflict to the boss	Overload	Underload		
PROFESS- IONALISM	The importance of community good	4111R	404						-247
	Advancing the specialism	4112B				241			
	The importance of professional skills	412RT		299		327			
MANAG- ERIALISM	The importance of company good	421TT		359		335			-276
	The importance of managerial skills	422RT		281	248	245			
BUREAU- CRATISM	The importance of formalization	4311T		330		288			

Table 5.8

THE DISTRIBUTION OF EMPIRICAL TYPES OF
ORGANIZATIONAL IDENTITY

TYPE			FREQUENCY		
Professionalism	Managerialism	Bureaucratism	Mersey	Midland	Total
Low	Low	Low	1	2	3
Low	Low	Medium	2		2
Low	Medium	Low	2		2
Low	Low	High			
Low	High	Low			
Low	Medium	Medium	2	3	5
Low	Medium	High	1	1	2
Low	High	Medium	1		1
Low	High	High	2	2	4
Medium	Low	Low	2	2	4
Medium	Low	Medium	2	2	4
Medium	Medium	Low	2	3	5
Medium	Low	High			
Medium	High	Low			
Medium	Medium	Medium	1	4	5
Medium	Medium	High	2	5	7
Medium	High	Medium	2		2
Medium	High	High	1	2	3
High	Low	Low	1		1
High	Low	Medium			
High	Medium	Low	1	1	2
High	Low	High	1	2	3
High	High	Low	1	1	2
High	Medium	Medium		2	2
High	Medium	High		1	1
High	High	Medium	1		1
High	High	High	2	1	3
			Total		64

Table 6.1

THE MATRIX OF CORRELATIONS BETWEEN SCALES OF STRESS AND OF COMPATIBILITY
FROM THE SUPERORDINATE OR IMMEDIATE BOSS

No.	Scale title	1	2	3	4	5	6
1	Intra-sender conflict						
2	Sender illegitimacy	462					
3	Sender impracticality	649	564				
4	Sender overload	368	386	312			
5	Sender ambiguity	642	417	639	321		
6	Sender compatibility	-713	-424	-671	-180	-847	

Table 6.2

THE MATRIX OF CORRELATIONS BETWEEN SCALES OF STRESS, AND OF COMPATIBILITY
FROM "THE PEOPLE WITH WHOM (THE MANAGER) WORKS"

No.	Scale title	1	2	3	4	5	6
1	Inter-senders conflict						
2	Senders' illegitimacy	068					
3	Senders' impracticality	456	283				
4	Senders' overload	256	193	514			
5	Senders' underload	327	399	453	067		
6	Senders' ambiguity	531	413	578	268	587	
7	Senders' compatibility	-396	-295	-494	-112	-353	-596

Table 6.3

THE MATRIX OF CORRELATIONS BETWEEN SCALES OF STRESS FROM THE MANAGER
TO HIS BOSS AND THE PEOPLE WITH WHOM HE WORKS

No.	Scale title	1	2	3	4
1	Contra-sender conflict				
2	Focal to sender ambiguity 235				
3	Contra-senders conflict	345	129		
4	Contra-senders impracticality and overload	337	131	341	
5	Focal to senders ambiguity	319	112	385	301

Table 6.4 THE MATRIX OF CORRELATION BETWEEN MEASURES OF RANK (the titles are given on Diagram 6B)

	01	02	03	04	05	06	07	08	09	10	11	12	13	14	15	16	17	18	19	20	21	
01 211																						
02 2121	-221																					
03 2122	-145	246																				
04 21231	056	047	-159																			
05 21235	009	-232	002	199																		
06 21311	294	-165	035	104	067																	
07 21312	056	-183	003	-127	-075	366																
08 21313	113	-091	-013	134	294	319	270															
09 2132	071	-118	088	128	034	410	271	681														
10 2133	135	-091	-150	000	-111	389	599	189	313													
11 2134	088	-107	-105	-065	-008	151	381	545	380	382												
12 2135	-073	-244	-024	174	140	088	341	505	424	365	643											
13 21411	-191	005	-084	-204	-039	-556	079	065	-081	-079	087	062										
14 21412	071	034	-136	103	093	029	-417	246	095	-375	-119	-098	250									
15 21413	227	090	-272	325	081	043	112	208	045	-036	098	029	320	443								
16 2142	240	-082	-409	-020	-122	101	032	237	094	079	249	157	147	468	468							
17 2143	005	060	-212	031	-044	063	-050	283	348	123	185	134	242	471	390	503						
18 2144	232	009	-072	012	-096	079	-216	071	025	-118	-139	-161	029	381	356	555	478					
19 2145	226	-109	-136	014	-158	091	-033	202	307	112	209	063	182	276	392	605	651	648				
20 221	687	-214	-232	107	033	207	123	-065	-099	095	011	-165	-227	-016	286	307	-002	174	138			
21 222	773	-237	-174	054	020	303	061	016	041	238	040	-022	-216	-057	248	186	-033	181	120	594		
22 223	674	-189	-255	034	-069	205	053	046	053	229	092	-005	-038	027	292	294	125	190	210	479	876	22

Table 6.5

THE STRUCTURE OF RANK: SOME COMBINATIONS AND CALCULATIONS UPON
CATEGORIES OF CONCEPTUAL INTEREST: A MATRIX OF CORRELATIONS BETWEEN
MATTERS OF POWER AND INFLUENCE AND HARDER ASPECTS OF RANK

No.	Scale or Measure title	1	2	3	4	5
1	Power total (number of tasks with the last word)					
2	Influence total (number of tasks with a 'say')	150				
3	Powerlessness	-486	-922			
4	Power over Influence	561	-352	090		
5	Power and Influence over Powerlessness	520	507	-658	027	
6	Level	140	161	-217	033	051
7	Furnishings	-028	135	-147	-040	-126
8	Pay	021	050	-094	-055	-077
9	Perks	099	155	-193	-067	-055

Table 6.6 THE MATRIX OF CORRELATION BETWEEN MEASURES OF RESPONSIBILITY (the titles are given on Diagram 6C)

No.	Title	1	2	3	4	5	6	7	8	9	10	11	12
1	31												
2	3211	358											
3	3212	187	489										
4	3221	374	768	354									
5	3222	080	385	926	287								
6	3231	128	626	358	128	286							
7	3232	203	263	309	233	110	181						
8	3241	074	454	786	370	808	283	124					
9	3242	303	649	860	612	834	350	250	663				
10	33	527	263	232	383	227	033	-036	227	381			
11	341	283	339	391	255	370	279	245	245	473	290		
12	342	212	399	407	250	368	361	262	262	461	275	732	

Table 6.7 THE MATRIX OF CORRELATIONS FOR ORGANISATIONAL IDENTITY: THE SCALES PROFESSIONALISM, MANAGERIALISM AND BUREAUCRATISM

No.	Scale	Title	1	2	3	4	5	6	7	8	9
1	Professionalism: community good	4111									
2	Professionalism: knowledge good	4112A	440								
3	Professionalism: specialism good	4112B	-045	121							
4	Professionalism: skills importance	412	-008	312	251						
5	Managerialism: company good	421	059	250	165	297					
6	Managerialism: skills importance	422	-141	020	308	205	586				
7	Bureaucratism: formalisation	4311	-096	147	446	022	414	389			
8	Bureaucratism: standardisation	4312	039	211	162	021	366	376	702		
9	Bureaucratism: rule tropism	4321	-266	-024	268	159	-051	248	198	162	
10	Bureaucratism: administrative tropism	4322	-185	-189	278	024	228	341	456	263	358

Table 6.8

STRESS AS A GENERAL VARIABLE: THE CORRELATION MATRIX OF THE
FOUR EMPIRICAL VARIABLES

No.	Variable	1	2	3
1	Conflict and ambiguity from the boss			
2	Conflict and ambiguity from others	598		
3	Conflict and ambiguity from the manager to his boss and others	578	481	
4	Compatibility between the manager, his boss and others	-522	-520	-469

Table 6.9

RANK AS A GENERAL VARIABLE: THE CORRELATION MATRIX OF THE
RESPONSIBILITY AS A GENERAL VARIABLE: THE CORRELATION MATRIX
FOUR VARIABLES

No.	Variable	1	2	3
1	Power and prestige invested in the position			
2	Power as the number of tasks in which the manager has the last word	067		
3	Influence as the number of tasks in which the manager has a say	152	199	
4	Powerlessness as the number of tasks in which the manager has neither power nor influence	-172	-505	-933

Table 6.10

ORGANISATIONAL IDENTITY AS A GENERAL VARIABLE: THE CORRELATION
 RESPONSIBILITY AS A GENERAL VARIABLE: THE CORRELATION MATRIX
 OF THE THREE VARIABLES

No.	Variable	1	2
1	Responsibility invested in the position		
2	Responsibility as the number of tasks discharged	361	
3	Workload as overload	280	405

Table 6.11

ORGANISATIONAL IDENTITY AS A GENERAL VARIABLE: THE CORRELATION
MATRIX OF THE THREE EMPIRICAL VARIABLES

No.	Variable	1	2
1.	Professionalism: values and skills for the good of the community		
2.	Managerialism: values and skills for the good of the company	147	
3.	Bureaucratism: values and skills for the good of the administration	066	459

Table 6.12

MATRIX OF CORRELATIONS BETWEEN MEASURES OF ORGANISATIONAL IDENTITY AND THE THEORY OF OCCUPATIONAL IDENTITY

Title	PROF	MAN	BURE
1. Stress from the boss (BOSS)	0.15	0.12	0.10
2. Stress from others (OTH)	0.18	0.15	0.12
3. Stress to others (SOT)	0.12	0.10	0.08
4. Competitiveness with others (COMP)	0.10	0.08	0.06
5. Positional Dominance (PDOM)	0.12	0.10	0.08
6. Positional Power (PPWR)	0.15	0.12	0.10
7. Positional Influence (PINFL)	0.18	0.15	0.12
8. Positional Leadership (PLDR)	0.20	0.18	0.15
9. Proximity to Production (PPROX)	0.12	0.10	0.08
10. Positional Responsibilities (PPRES)	0.15	0.12	0.10
11. Load of Overtone (LOAD)	0.10	0.08	0.06
12. Professionalism (PROF)	0.15	0.12	0.10
13. Managerialism (MAN)	0.12	0.10	0.08
14. Bureaucratism (BURE)	0.10	0.08	0.06

Table 6.12 MATRIX OF CORRELATIONS BETWEEN MEASURES COMPRESSED AND COMPOSED TO TEST THE THEORY OF OCCUPATIONAL CRISES

Title	BOSS	OTHR	SELF	COMP	POSN	POWR	INFN	LESS	PROX	RESP	LOAD	PROF	MGER	BURC
1 Stress from the Boss (BOSS)														
1 Stress from others (OTHR)	598													
1 Stress to Others (SELF)	578	481												
1 Computability with others (COMP)	-522	-520	-469											
2 Positions Possessions (POSN)	-019	119	-067	115										
2 Position's Power (POWR)	-001	-042	-004	196	067									
2 Position's Influence (INFN)	-028	047	026	168	152	119								
2 Powerlessness in Position (LESS)	-005	-046	-053	-196	-172	-505	-993							
3 Proximity to Production (PROX)	-114	-040	-045	037	510	093	316	-314						
3 Position's Responsibilities (RESP)	122	151	003	096	434	404	715	-766	361					
3 Load of Overtime (LOAD)	272	178	060	028	355	141	057	-113	280	405				
4 Professionalism (PROF)	-040	-010	-128	078	221	-071	147	-109	281	185	-030			
4 Managerialism (MGER)	194	098	-076	100	284	348	008	-126	371	293	451	147		
4 Bureaucratism (BURC)	117	013	-058	-055	-003	357	-071	-055	168	117	243	066	459	-

Variable 1. INTRA-ROLE STRESS

Dimension 1. Single Sender: Superordinate

Scale 1. Intra-sender conflict

Item No.	1	2	3	4
1				
2	-491			
3	-250	490		
4	060	-030	167	
Total	120	444	667	719

Scale with item number 4 rejected.

Alpha coefficient of proceeding measure 0.676

Variable 1. INTRA-ROLE STRESS

Dimension 1. Single Sender: Superordinate

Scale 2. Superordinate illegitimacy

Item No.	1	2	3	4	5	6
1						
2	294					
3	273	587				
4	069	060	051			
5	512	448	421	051		
6	175	263	339	123	290	
Total	611	706	723	272	720	640

Scale with item number 4 rejected.

Alpha coefficient of proceeding measure 0.738.

Variable 1. INTRA-ROLE STRESS

Dimension 1. Single Sender: Superordinate

Scale 3. Superordinate Impracticality

Item No.	1	2	3	4	5	6
1						
2	-600					
3	510	-548				
4	544	-382	535			
5	267	-387	361	522		
6	480	-387	492	439	218	
Total	686	-419	736	847	606	705

Scale intact.

Alpha coefficient of proceeding measure 0.827.

Total	245	248	207	242	282	267	400	278
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Scale with item number 4 and 5 removed

Alpha coefficient of proceeding measure 0.829

Variable 1. INTRA-ROLE STRESS

Dimension 1. Single Sender: Superordinate

Scale 4. Superordinate overload

Item No.	1	2	3	4	5	6	7	8	9	10
1										
2	-026									
3	101	545								
4	052	468	652							
5	-122	310	397	247						
6	423	234	345	172	093					
7	114	390	443	573	399	356				
8	321	027	-075	-077	-185	137	-071			
9	024	259	237	139	282	127	108	059		
10	161	454	545	586	331	393	551	-036	252	
Total	296	649	809	765	496	517	703	067	400	778

Scale with item numbers 1 and 8 rejected.

Alpha coefficient of proceeding measure 0.840.

Variable 1. INTRA-ROLE STRESS

Dimension 1. Single Sender: Superordinate

Scale 5. Contra-sender conflict

Item No.	1	2	3	4	5	6	7	8
1								
2	511							
3	295	281						
4	447	422	426					
5	467	442	364	803				
6	438	314	470	669	606			
7	376	223	541	428	497	512		
8	144	274	206	253	300	445	179	
Total	663	608	663	814	811	815	685	468

Scale intact.

Alpha coefficient of proceeding measure 0.844.

Variable 1. INTRA-ROLE STRESS

Variable 1. INTRA-ROLE STRESS

Dimension 1. Single Sender: Superordinate

Scale 6. Superordinate ambiguity

Item No.	1	2	3	4	5	6	7
1							
2	-211						
3	-300	159					
4	015	-275	-131				
5	239	-047	-413	141			
6	398	-192	-327	196	517		
7	299	-022	310	-005	-173	-356	
Total	274	006	083	620	485	479	254

Scale with item numbers 2, 3, and 4 rejected.

Alph coefficient of proceeding measure 0.663.

Variable 1. INTRA-ROLE STRESS

Dimension 1. Single Sender: Superordinate

Scale 7. Focal ambiguity

Item No.	1	2	3	4	5	6
1						
2	-341					
3	-305	317				
4	-284	389	350			
5	495	-117	-305	-250		
6	538	-335	-269	-407	587	
Total	280	564	470	477	366	214

Scale intact.

Alpha coefficient of proceeding measure 0.765.

Variable 1. INTRA-ROLE STRESS

Dimension A. Role Compatibility

Scale 1. Single Sender: superordinate

Item No.	1	2	3	4	5	7	8	9	10	11
1		361								
2	189	361								
3	153	413	300							
4	152	464	271	227						
5	137	628	187	392	513					
Total	238	798	588	668	710	771				

Scale intact.

Alpha coefficient of proceeding measure 0.750.

10	100	205	170	214	200	250	270	240	270	
11	109	212	160	217	200	250	270	240	270	355
Total	209	417	330	431	400	500	540	480	540	665

Alpha coefficient of proceeding measure 0.734

Variable 1. INTRA-ROLE STRESS

Dimension A. Role Compatibility

Scale 2. Multiple Senders: non ambiguity

Item No.	1	2	3	4	5	6	7	8	9	10	11
1											
2	189										
3	153	188									
4	052	001	115								
5	-055	-094	065	452							
6	258	429	199	177	167						
7	066	012	023	084	059	055					
8	330	112	429	-049	155	074	428				
9	001	-051	071	280	283	182	270	016			
10	100	096	-001	017	065	240	257	184	373		
11	029	071	042	027	097	209	311	285	187	555	
Total	305	334	349	466	392	550	500	493	535	572	563

Alpha coefficient of proceeding measure 0.744

Variable 1. INTRA-ROLE STRESS

Variable 1. INTRA-ROLE STRESS

Dimension 2. Multiple Senders

Scale 1. Inter-sender conflict

Item No.	1	2	3	4	5	6	7
1							
2	027						
3	-318	-063					
4	-175	317	052				
5	123	142	-026	215			
6	176	143	-010	197	653		
7	121	004	147	183	180	287	
8	-014	287	124	382	307	293	423

Scale with item numbers 1 and 3 rejected.

Alpha coefficient of proceeding measure 0.686.

Variable 1. INTRA-ROLE STRESS

Dimension 2. Multiple senders

Scale 2. Senders' Illegitimacy

Item No.	1	2	3	4	5	6
1						
2	044					
3	-103	158				
4	-102	068	173			
5	063	068	047	088		
6	221	022	-234	-055	128	
7	228	-093	039	103	138	514

Scale with item numbers 2, 3 and 4 rejected.

Alpha coefficient of proceeding measure 0.523.

Variable 1. INTRA-ROLE STRESS

Dimension 2. Multiple Senders

Scale 3. Senders' impracticality

Item No.	1	2	3	4	5	6	7
1							
2	231						
3	-054	099					
4	035	148	060				
5	073	354	236	363			
6	079	173	064	067	317		
7	110	289	167	410	546	522	

Scale with item numbers 1 and 3 rejected.

Alpha coefficient of proceeding measure 0.700.

Scale with item numbers 1, 2 and 3 rejected.

Alpha coefficient of proceeding measure: 1,2,3,7,9,10 = 0.971

4,5,6 = 0.438

Variable 1. INTRA-ROLE STRESS

Dimension 2. Multiple Senders

Scale 4. Senders' overload

Item No.	1	2	3	4	5	6	7	8	9	11	12
1											
2	390										
3	539	393									
4	-089	010	132								
5	-091	084	165	439							
6	-015	-016	039	369	516						
7	313	297	589	090	023	-043					
8	104	-070	039	-077	-026	-142	085				
9	297	435	164	059	-023	126	257	-058			
10	324	334	386	086	-008	113	415	211	266		

Scale with item numbers 4, 5, 6 and 8 rejected.

Alpha coefficient of proceeding measures: 1,2,3,7,9,10 - 0.771

4,5,6 - 0.438

Scale with item numbers 3, 11, 12 rejected.

Alpha coefficient of proceeding measures 0.771

Variable 1. INTRA-ROLE STRESS

Dimension 2. Multiple Senders

Scale 5. Contra-senders' conflict

Item No.	1	2	3	4	5	6	7	8	9	10	11	12
1												
2	170											
3	053	-255										
4	231	567	065									
5	148	176	-020	272								
6	258	121	049	289	281							
7	113	218	273	288	077	-094						
8	213	228	330	329	192	294	360					
9	264	181	116	186	006	081	227	503				
10	014	186	007	-035	-102	-116	182	073	270			
11	218	-123	166	068	102	096	082	375	340	197		
12	211	212	146	282	175	196	204	380	380	065	275	
Total	1491	459	329	606	406	425	487	728	570	294	456	559

Scale with item numbers 3, 10, 11 rejected.

Alpha coefficient of proceeding measure 0.732

Variable 1. INTRA-ROLE STRESS

Dimension 2. Multiple Senders

Scale 6. Senders ambiguity

Item No.	1	2	3	4	5	6	7
1							
2	113						
3	268	119					
4	-101	018	026				
5	-038	-019	193	191			
6	268	-235	083	-022	435		
7	285	145	362	044	191	232	
8	342	065	323	279	236	236	504

Scale with item numbers 4, 5 and 6 rejected.

Alpha coefficient of proceeding measure 0.627.

Variable 1. INTRA-ROLE STRESS

Dimension 2. Multiple Senders

Scale 7. Focal ambiguity

Item No.	1	2	3	4	5	6	7	8	9	10	11	
1												
2	224											
3	252	220										
4	291	206	582									
5	275	415	157	188								
6	284	189	453	522	196							
7	224	179	496	356	155	538						
8	058	164	185	248	131	196	239					
9	173	338	487	560	318	441	396	392				
10	351	330	405	518	327	278	370	300	566			
Total	542	581	633	716	532	626	581	468	728	711		

Scale with item number 8 rejected.

Alpha coefficient of proceeding measure 0.823.

Variable 2. RANK

Dimension 1. Power

Scale 1. Dominance

Subscale 1. Superordination

Item No.	1	2	3	4	5	6	7	8	9	10	11	12
1												
2	188											
3	559	-032										
4	135	055	198									
5	308	055	076	087								
6	326	139	179	002	449							
7	905	074	592	138	355	412						
8	016	071	-033	107	215	267	085					
9	245	-005	210	095	194	170	294	-049				
10	055	-092	039	086	-057	-090	114	014	377			
11	191	005	133	044	339	410	295	198	194	169		
12	012	047	-128	-154	-192	010	022	143	169	188	131	
Total	475	328	302	310	529	622	599	483	473	293	588	256

Subscale of 1, 5, 6, 7, with item number 8 rejected.

Alpha coefficient of proceeding measure 0.772.

Variable 2. RANK

Dimension 1. Power

Scale 1. Dominance

Subscale 2. Subordination

Item No.	1	2	3	4	5	6	7	8	9	10	11	12
1												
2	055											
3	415	042										
4	346	374	-020									
5	522	052	283	-144								
6	-140	262	015	107	409							
7	-200	-017	-036	056	210	358						
8	157	061	201	-173	352	410	299					
9	217	-027	-005	-216	131	-029	-041	169				
10	302	-101	-054	307	-311	-108	-050	-129	-164			
11	113	209	124	108	206	265	154	209	095	105		
12	109	-118	001	-046	-165	-095	059	-031	235	262	274	
Total	483	226	028	397	154	628	564	431	154	250	437	316

Alpha coefficient of proceeding measure 0.672.

Variable 2. RANK

Dimension 1. Power

Scale 1. Dominance

Subscale 3. Autonomy

Item No.	1	2	3	4	5	6	7	8	9	10	11	12
1												
2	085											
3	223	052										
4	-355	006	181									
5	013	107	051	064								
6	737	198	261	-151	078							
7	213	196	172	021	053	142						
8	-308	-040	113	384	384	-185	063					
9	-238	125	170	482	250	-199	137	443				
10	901	113	178	-309	104	691	251	-195	-209			
11	163	071	065	185	217	066	310	344	369	186		
12	473	-081	056	-162	-024	318	091	-103	-214	474	161	
Total	-563	192	265	695	184	-291	265	570	596	-513	341	-191

Variable 2. RANK

Dimension 2. Pressure

Scale 1. Amount of office furnishings

Item No.	1	2	3	4	5	6	7	8	9	10
1										
2	581									
3	444	609								
4	524	576	443							
5	522	428	356	462						
6	661	490	433	560	631					
7	530	340	436	401	420	318				
8	295	545	364	391	396	341	226			
9	191	089	114	263	153	169	195	001		
10	622	522	438	465	463	645	340	370	037	
11	370	487	470	459	288	456	269	261	210	168

Scale with item number 9 rejected.

Alpha coefficient of proceeding measure 0.887.

Variable 2. RANK

Dimension 2. Prestige

Scale 2. Perks (pay treated separately)

Item No.	1	2	3	4
1				
2	-020			
3	-017	305		
4	643	-039	122	
5	305	-177	092	250

Scale with item numbers 2 and 3 rejected.

Alpha coefficient of proceeding measure 0.666.

Variable 3. RESPONSIBILITY

Dimension Job Demands

Scale 1. Frequency

Item No.	1	2	3	4	5	6
1						
2	264					
3	093	042				
4	290	379	-076			
5	233	187	-017	227		
6	093	059	-109	236	125	
7	064	061	-136	006	165	477

Scale with item numbers 3, 6 and 7 rejected.

Alpha coefficient of proceeding measure 0.588.

Variable 3. RESPONSIBILITY

Dimension: Job Demands

Scale 2. Intensity

Item No.	1	2	3	4
1				
2	287			
3	348	090		
4	060	167	-138	
5	410	562	047	117

Scale with item numbers 3 and 4 rejected.

Alpha coefficient of proceeding measure 0.684.

Variable 4. ORGANISATIONAL IDENTITY

Dimension 1. Professionalism

Scale 1. The Importance of Social Good to Knowledge

Subscale 1. The Importance of Community Good Specialism (2 + 3)

Item No.	1	2	3	4
1				
2	495			
3	685	647		
4	634	647	794	
5	143	154	162	025

Subscale with item number 5 rejected.

Alpha coefficient of proceeding measure 0.802.

Variable 4. ORGANISATIONAL IDENTITY

Dimension 1. Professionalism

Scale 2. The Importance of Professional Status

Item No.	1	2	3	4	5
1					
2	146				
3	285	317			
4	160	309	210		
5	438	245	318	396	
Total	036	037	066	085	130

Subscale with item number 6 rejected.

Alpha coefficient of proceeding measure 0.663.

Scale 3. The Importance of Professional Status

Alpha coefficient of proceeding measure 0.515

Variable 4. ORGANISATIONAL IDENTITY

Dimension 2. Managerialism

Scale 1. The Importance of Company Good

Item No.	1	2	3	4	5	6	7	8	9	10
1										
2	513									
3	634	608								
4	637	248	543							
5	567	348	558	636						
6	469	328	457	581	578					
7	404	418	454	354	247	334				
8	564	445	594	622	584	549	436			
9	540	454	453	559	513	563	670	639		
10	445	380	576	663	568	544	364	718	538	
11	377	229	501	589	618	561	155	392	430	555

Scale intact

Alpha coefficient of proceeding measure 0.915

Variable 4. ORGANISATIONAL IDENTITY

Dimension 2. Managerialism

Scale 2. The Importance of Managerial Skills

Subscale 1. The Importance of Formalisation

Item No.	1	2	3	4	5	6
1						
2	444					
3	721	473				
4	420	324	552			
5	480	380	481	470		
6	471	133	374	435	212	
7	612	408	586	421	312	456

Scale Inset

Scale with item number 6 rejected.

Alpha coefficient of proceeding measure 0.843.

Variable 4. ORGANISATIONAL IDENTITY

Dimension 3. Bureaucratism

Scale 1. The Importance of Administrative Good

Subscale 1. The Importance of Formalisation

Item No.	1	2	3	4	5	6
1						
2	457					
3	683	473				
4	585	425	663			
5	568	214	580	438		

Scale intact

Subscale intact

Alpha coefficient of proceeding measure 0.827.

Alpha coefficient of proceeding measure 0.861.

Variable 4. ORGANISATIONAL IDENTITY

Dimension 3. Bureaucratism

Scale 1. The Importance of Administrative Good

Subscale 2. The Importance of Standardisation

Item No.	1	2	3	4	5	6
1						
2	631					
3	590	515				
4	195	349	440			
5	138	383	359	772		
6	522	630	568	383	376	
7	500	651	423	404	364	684

Subscale intact.

Alpha coefficient of proceeding measure 0.861.

Variable 4. ORGANISATIONAL IDENTITY

Dimension 3. Bureaucratism

Scale 2. The Importance of Administrative Skills

Subscale 1. The Extent of Rule Tropism

Item No.	1	2	3
1			
2	358		
3	099	230	
4	455	175	023

Subscale with item number 3 rejected.

Alpha coefficient of proceeding measure 0.586.

Variable 4. ORGANISATIONAL IDENTITY

Dimension 3. Bureaucratism

Scale 2. The Importance of Administrative Skills

Subscale 2. The Extent of Administrative Tropism

Item No.	1	2	3
1			
2	493		
3	340	522	
4	361	571	606

Scale intact.

Alpha coefficient of proceeding measure 0.788.

QUESTIONNAIRE ON

THE EXECUTIVE IN MODERN ORGANIZATIONS

EXECUTIVE'S BACKGROUNDS AND RESPONSIBILITIES

As part of a survey of the methods of organization, the nature of managers' jobs, and the way in which the jobs are done, the Industrial Administration Research Unit has developed ways of comparing different kinds of organization, as explained in the attached article which may be of interest to you. We have already learned something of what your organization does and how it is administered. Now we want to investigate the subject of these functions executive, and that is what this questionnaire is about.

The questions you are asked come under two headings: your personal history and your responsibilities. A number of questions are asked about each of these. You will find that in many of the questions you are given a number of alternative answers and have to choose one of them. This simplifies the questionnaire for you so that it will take less time for you to fill in. Indeed, it is not as long as it looks. We realize that often this may have the effect of distorting your ideas, and that in some cases there may be no alternative answer which expresses exactly how you feel. Similarly, there may be crucial points about your job or the way you do it which are not covered anywhere in the questionnaire, but if we were to cover everything, the questionnaire would take days to complete. We hope you will bear with us, choosing the answers nearest to your feelings.

However, we would like any brief comments you have about any of the areas covered, and have left space for these in each section.

Please complete the questionnaire without consulting any of your colleagues. All your answers are, of course, completely confidential, and all information given to us is used in such a way as to preserve complete anonymity.

Industrial Administration Research Unit
The University of Aston in Birmingham

Finally, we would like to thank you for completing this questionnaire, and hope you will find it of interest.

Industrial Administration Research Unit
The University of Aston in Birmingham

ABOUT THIS QUESTIONNAIRE

You are being asked to fill in this questionnaire as part of a survey of a number of enterprises. We are studying different methods of organization, the nature of managers' jobs, and the way in which the jobs are done. The Industrial Administration Research Unit has developed ways of comparing different kinds of organization, as explained in the attached article which may be of interest to you. We have already learned something of what your organization does and how it is administered. Now we want to investigate the impact of these features on executive, and that is what this questionnaire is about.

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Industrial Administration Research Unit
The University of Aston in Birmingham

Name: _____

Position held: _____

Organization: _____

SECTION A.

YOURSELF

Here are some questions about yourself which ask about your education, training and career. Please write your answers in the columns provided. If the question does not apply to you, please put a line through it.

1. Your education.

(a) What kind of school did you attend after the age of 11?

(b) At what age did you leave school? _____

(c) What further education, if any, have you had since leaving school ?

Title of the Course	Where did it take Place	For how long	With what qualifications

(d) Are you at present receiving any further education?

Title of the Course	Where is it held	How long does it last	With a view to what qualification

2. Your Managerial Training.

(a) What training, if any, have you had for management?

Title of the course	Where did it take place	For how long	With what, if any qualifications

(b) Are you at present receiving any training in management?

Title of the course	Where is it held	How long does it last	With a view to what qualifications

3. Your Career.

(a) Please note briefly your career since you left school.

Appointment	Number of years	Name of the Firm	Type of Industry	Town

(b) My age is _____ years.

Have you any comments on this section?

Now some questions about the responsibilities that your job involves. These tasks could be said to cover dealing with people, finance, production, administration, materials and the development of ideas. In each case you are asked to mark the answers which come closest to describing your job. At this stage we are more concerned with the job itself than how you personally go about it.

Please consider each task from two points of view. First, how important the task is, and second how often you have the last word in decisions in this area; circle the number which represents the closest approximation.

The two answers, then, are:

- (a) How important is the task in your job as a priority; to what extent does the task rate as one which would have to receive most of your attention if your job is to be done well?

Very unimportant	Unimportant		Important	Very important
1	2	3	4	5

If the task does not apply to your job leave the two columns blank and consider the next task.

- (b) How often do you have the last word on decisions in this area?

Never	Infrequently	Sometimes	Frequently	Always
1	2	3	4	5

To keep this questionnaire as brief as possible, the alternatives are written out at the top of each page and the corresponding numbers are in columns alongside the tasks.

PART 1. Dealing with People inside the Firm

Here 'subordinates' means 'immediate subordinates'

'employees' means 'the firms staff and workers generally'.

(a) How important is the task in your job as a priority; to what extent does the task rate as one which would have to receive most of your attention if your job is to be done well?

Very unimportant Unimportant Important Very important
 1 2 3 4 5

If the task does not apply to your job leave the two columns blank and consider the next task.

(b) How often do you have the last word on decisions in this area?

Never Infrequently Sometimes Frequently Always
 1 2 3 4 5

	How important is the task?	How often do you have the last word?
1. Promotion of personnel	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
2. Recruitment of new employees	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
3. Change in promotion policy	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
4. Change in recruitment policy	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
5. Change in the size of the labour force	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
6. Change in staff promotion opportunities	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
7. Assignment of jobs to subordinates	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
8. Assignment of jobs to employees	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
9. Transfer of subordinates from one job to another	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
10. Transfer of employees from one job to another	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
11. Change in job assignment policy	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
12. Change in job transfer policy	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
13. Training new subordinates in the performance of work	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
14. Training new employees in the performance of work	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
15. Advising subordinates about their development	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
16. Advising employees about their development	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :

(a) How important is the task in your job as a priority; to what extent does the task rate as one which would have to receive most of your attention if your job is to be done well?

Very unimportant Unimportant Important Very important
 1 2 3 4 5

If the task does not apply to your job leave the two columns blank and consider the next task.

(b) How often do you have the last word on decisions in this area?

Never Infrequently Sometimes Frequently Always
 1 2 3 4 5

	How important is the task?	How often do you have the last word?
17. Change in training policy	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
18. Change in counselling policy	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
19. Reviewing employees' performance reports	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
20. Reviewing subordinates' performance reports	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
21. Disciplining irregular behaviour in subordinates	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
22. Disciplining irregular behaviour in employees	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
23. Lay off of subordinates	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
24. Lay off of employees	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
25. Dismissal of subordinates	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
26. Dismissal of employees	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
27. Change in employee appraisal policy	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
28. Change in employee discipline policy	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
29. Presentation of awards to employees	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
30. Explanation of management policies to workers	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
31. Explanation to staff members the relationship of their work to the objectives of the company	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
32. Establishment of welfare facilities	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :

PART 2. Dealing with People Outside the Firm

(a) How important is the task in your job as a priority; to what extent does the task rate as one which would have to receive most of your attention if your job is to be done well?

Very unimportant Unimportant Important Very important
 1 2 3 4 5

If the task does not apply to your job leave the two columns blank and consider the next task.

(b) How often do you have the last word on decisions in this area?

Never Infrequently Sometimes Frequently Always
 1 2 3 4 5

	How important is the task?	How often do you have the last word?
1. Reviewing publications for public consumption	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
2. Receiving important visitors to the company	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
3. Meeting journalists	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
4. Engagements involving public speaking	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
5. Changing company public relations policy	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
6. Changing company advertizing policy	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
7. Receiving those seeking charity contributions from the company	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
8. Assessing charity contributions	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
9. Change company charity policy	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
10. Collaborating with civic authorities on mutually beneficial issues	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
11. Establishing links with local authorities	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
12. Preparing reports for government agencies	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
13. Maintaining contacts with government agencies	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
14. Change in company policy towards local authorities	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
15. Change in company policy towards national government	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
16. Visiting competitors on company business	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
17. Preparing reports on competitors' activities	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :

(a) How important is the task in your job as a priority; to what extent does the task rate as one which would have to receive most of your attention if your job is to be done well?

Very unimportant Unimportant Important Very important
 1 2 3 4 5

If the task does not apply to your job leave the two columns blank and consider the next task.

(b) How often do you have the last word on decisions in this area?

Never Infrequently Sometimes Frequently Always
 1 2 3 4 5

	How important is the task?	How often do you have the last word?
33. Establishment of sports and social facilities	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
34. Change in employee morale policy	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
35. Change in employees' facilities policy	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
36. Preparation of answers to grievances	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
37. Participation in grievance proceedings	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
38. Installation of labour contracts	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
39. Establishment of salary agreements	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
40. Change in grievance procedure	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
41. Change in grievance policy	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
42. Change in wage negotiation procedure	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
43. Change in salary administration procedure	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
44. Meet with local union representatives	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
45. Discuss with staff associations' representatives	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :

Any comments that you might have on this section:

(a) How important is the task in your job as a priority; to what extent does the task rate as one which would have to receive most of your attention if your job is to be done well?

Very unimportant Unimportant Important Very important
 1 2 3 4 5

If the task does not apply to your job leave the two columns blank and consider the next task,

(b) How often do you have the last word on decisions in this area?

Never Infrequently Sometimes Frequently Always
 1 2 3 4 5

	How important is the task?	How often do you have the last word?
18. Investigating competitors' procedures	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
19. Establishing links with competitors	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
20. Changing company policy towards competitors	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
21. Attending business luncheons	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
22. Attending Employers' Federation meetings	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
23. Raising issues with Employers' Association	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
24. Maintaining contacts with Employers' Association	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
25. Changing company policy towards Employers' Federation	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
26. Changing company policy towards Employers' Association	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
27. Negotiating favourable prices with consumers	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
28. Evaluating consumers' comments	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
29. Assisting salesmen in securing important accounts	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
30. Discussing company products with consumers	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
31. Establishment of sales objectives for the company	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
32. Change in customer credit policy	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :

Any comments you have on this section:

(a) How important is the task in your job as a priority; to what extent does the task rate as one which would have to receive most of your attention if your job is to be done well?

Very unimportant Unimportant Important Very important
 1 2 3 4 5

If the task does not apply to your job leave the two columns blank and consider the next task.

(b) How often do you have the last word on decisions in this area?

Never Infrequently Sometimes Frequently Always
 1 2 3 4 5

	How important is the task?	How often do you have the last word?
18. Changing the production costing policy	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
19. Setting profit objectives for operating groups	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
20. Setting profit objectives for the following year	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
21. Establishing expense controls	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
22. Setting goals for the next five years' performance	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
23. Changing shareholders' dividend	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
24. Justifying capital expenditures in terms of profitability	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
25. Explaining divergences between budgeted and actual expenditures	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
26. Preparing the Annual Statement	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
27. Examining excessive expenses	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :

Any comments you have on this section:

PART 4. Dealing with Production

(a) How important is the task in your job as a priority; to what extent does the task rate as one which would have to receive most of your attention if your job is to be done well?

Very unimportant Unimportant Important Very important
 1 2 3 4 5

If the task does not apply to your job leave the two columns blank and consider the next task.

(b) How often do you have the last word on decisions in this area?

Never Infrequently Sometimes Frequently Always
 1 2 3 4 5

	How important is the task?	How often do you have the last word?
1. Checking deliveries of raw materials suppliers	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
2. Expediting of critical materials	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
3. Purchasing of raw materials	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
4. Pricing of raw materials	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
5. Changing raw materials suppliers	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
6. Changing raw materials purchasing policy	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
7. Scheduling of production	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
8. Assigning priorities for work completion	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
9. Planning production flow	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
10. Introducing new products	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
11. Installing new technical procedures	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
12. Examining plant layout	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
13. Examining preliminary building plans	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
14. Designing new plant layout	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
15. Evaluating production records	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
16. Inspecting machinery	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
17. Inspecting products	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
18. Formulating maintenance programmes	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
19. Enforcing safety regulations	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
20. Adjusting work schedules to meet emergencies	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :

PART 5. Dealing with Ideas

(a) How important is the task in your job as a priority; to what extent does the task rate as one which would have to receive most of your attention if your job is to be done well?

Very unimportant Unimportant Important Very important
 1 2 3 4 5

If the task does not apply to your job leave the two columns blank and consider the next task.

(b) How often do you have the last word on decisions in this area?

Never Infrequently Sometimes Frequently Always
 1 2 3 4 5

	How important is the task?	How often do you have the last word?
1. Attending management conferences	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
2. Contacting research associations	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
3. Reading management journals	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
4. Following changes in production techniques	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
5. Following developments in administrative techniques	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
6. Changing company policy towards research association	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
7. Changing company policy towards conference attendance	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
8. Analysing operations to reduce inefficiency	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
9. Analysing reasons for production rejects	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
10. Developing ideas for new products	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
11. Analysing measures to control waste of materials	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
12. Changing methods of work study	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
13. Maintaining links with Research Associations	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
14. Sponsoring research at universities	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
15. Liaising with Industrial Training Board	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
16. Liaising with Management Training Groups	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :
17. Liaising with the Export Section of the Board of Trade	1 : 2 : 3 : 4 : 5 :	1 : 2 : 3 : 4 : 5 :

No: _____

Q.2.

QUESTIONNAIRE ON EXECUTIVE'S ATTITUDES

INDUSTRIAL ADMINISTRATION RESEARCH UNIT
The University of Aston in Birmingham

THIS QUESTIONNAIRE WILL BE COLLECTED AT THE SECOND INTERVIEW

PLEASE READ THIS PAGE CAREFULLY

Introduction

This questionnaire is specifically concerned with the aspects of executives' attitudes. It is hoped that this leads to better understanding of the human aspects of management. You are asked to help here by stating the degree to which you agree or disagree with a whole range of statements. There is no right or wrong answer. Of course, all your answers will be strictly confidential and processed in such a way as to ensure confidentiality.

Instructions

The alternative answers are expressed as numbers; please indicate the one which comes closest to your opinion. If you feel 'it all depends' then attempt an answer and note your reservations in the comments section at the end.

CIRCLE the appropriate number from:

Strongly Disagree	Disagree		Agree	Strongly Agree
1	2	3	4	5

To keep this questionnaire as brief as possible, just the numbers are given against the question and their meanings are given at the top of each page.

Please CIRCLE the appropriate number from:

Strongly Disagree Disagree Agree Strongly Agree
1 2 3 4 5

SECTION A: GENERAL OPINIONS

1. Competition is the spice of life 1 : 2 : 3 : 4 : 5 :
2. A man must find his own way through his own efforts no matter what the difficulties 1 : 2 : 3 : 4 : 5 :
3. Money is really only important in terms of the things it can buy 1 : 2 : 3 : 4 : 5 :
4. Property merits most consideration in life 1 : 2 : 3 : 4 : 5 :
5. The survival of the fittest is a sound philosophy 1 : 2 : 3 : 4 : 5 :
6. A man finds himself by accepting honest uphill work 1 : 2 : 3 : 4 : 5 :
7. It is better to buy what one needs than worry about where the money is going to come from 1 : 2 : 3 : 4 : 5 :
8. A truly moral person would always hold a deepest respect for property 1 : 2 : 3 : 4 : 5 :
9. The experience of a competitive struggle is a basic human need 1 : 2 : 3 : 4 : 5 :
10. The most important thing in a man's life is a sense of challenge 1 : 2 : 3 : 4 : 5 :
11. Thrift is an out-moded virtue 1 : 2 : 3 : 4 : 5 :
12. People are the most important aspect of life 1 : 2 : 3 : 4 : 5 :
13. All morals should be built on respect for other people 1 : 2 : 3 : 4 : 5 :
14. Governments should be discouraged from interfering with the free play of market factors 1 : 2 : 3 : 4 : 5 :
15. Welfare legislation makes people soft 1 : 2 : 3 : 4 : 5 :
16. The Government should actively prevent people spending up to their last penny 1 : 2 : 3 : 4 : 5 :
17. Accused people in courts should be assumed guilty and have to prove their innocence 1 : 2 : 3 : 4 : 5 :
18. Too many weak firms are sheltered in the British economy today 1 : 2 : 3 : 4 : 5 :
19. Planning featherbeds the country unnecessarily 1 : 2 : 3 : 4 : 5 :
20. The State should limit Hire Purchase commitments 1 : 2 : 3 : 4 : 5 :
21. Crimes against property should be more severely punished 1 : 2 : 3 : 4 : 5 :

Please CIRCLE the appropriate number from:

Strongly Disagree Disagree Agree Strongly Agree
1 2 3 4 5

-
22. The State's main job is to inject the spirit of competition into the country 1 : 2 : 3 : 4 : 5 :
23. More State activity should be involved with tackling the problems of unemployment 1 : 2 : 3 : 4 : 5 :
24. The Government should set an example of thrift and economy 1 : 2 : 3 : 4 : 5 :
25. The State should spend more on the protection of property 1 : 2 : 3 : 4 : 5 :
26. Competition between firms always benefits the consumer 1 : 2 : 3 : 4 : 5 :
27. The man most worthy of admiration is the chap who went it alone and, after years of hard work, has emerged a success 1 : 2 : 3 : 4 : 5 :
28. 'Putting a bit by regularly' is an essential habit 1 : 2 : 3 : 4 : 5 :
29. The police should have absolute power to deal with offenders 1 : 2 : 3 : 4 : 5 :
30. Vandalism is inexcusable 1 : 2 : 3 : 4 : 5 :
31. There should be no such thing as the 'safe job' 1 : 2 : 3 : 4 : 5 :
32. Most poor people simply have not tried to improve their own lot 1 : 2 : 3 : 4 : 5 :
33. An overdraft is no disgrace 1 : 2 : 3 : 4 : 5 :
34. Every effort should be made when recruiting personnel to pick them for their keenness to compete with their equals 1 : 2 : 3 : 4 : 5 :
35. A period of recession is beneficial because it toughens men to take control of themselves and struggle for an individual solution 1 : 2 : 3 : 4 : 5 :
36. The first thing a boy should do when he starts to earn is open a deposit account 1 : 2 : 3 : 4 : 5 :
37. Employees should be punished for damaging equipment 1 : 2 : 3 : 4 : 5 :
38. Campaigns against accidents should have priority 1 : 2 : 3 : 4 : 5 :
39. Man has certain inalienable rights 1 : 2 : 3 : 4 : 5 :

Have you any comments on this section?

SECTION B: SOCIAL OPINIONS

The alternative answers are expressed as numbers; please indicate the one which comes closest to your opinion. If you feel 'it all depends

Please CIRCLE the appropriate number from:

Strongly Disagree 1 Disagree 2 Agree 3 Strongly Agree 4 5

- 40. Loyalty is natural and basic in man 1 : 2 : 3 : 4 : 5 :
41. The best decisions are those that are the product of a team 1 : 2 : 3 : 4 : 5 :
42. With the same techniques that have worked in the physical sciences we can eventually create an exact science of man 1 : 2 : 3 : 4 : 5 :
43. The ultimate need of the individual is to belong 1 : 2 : 3 : 4 : 5 :
44. Whereas one man puts into practice the invention takes a group 1 : 2 : 3 : 4 : 5 :
45. The social sciences can be employed to build an harmonious atmosphere in which the group will bring out the best in everyone 1 : 2 : 3 : 4 : 5 :
46. People who are laws unto themselves have to fight a basic desire to belong 1 : 2 : 3 : 4 : 5 :
47. The lone inventor is a thing of the past 1 : 2 : 3 : 4 : 5 :
48. More public funds should be invested in the utilization of the social sciences to help people join the groups most suited to them 1 : 2 : 3 : 4 : 5 :
49. The happiness of man depends on being rooted in a stable group 1 : 2 : 3 : 4 : 5 :
50. Science has proved that the group is superior to the individual 1 : 2 : 3 : 4 : 5 :
51. Science should be fully employed to help man achieve the belongingness he needs 1 : 2 : 3 : 4 : 5 :
52. A man without a family is usually lonely and unbalanced 1 : 2 : 3 : 4 : 5 :
53. Every government leader should rely for decisions on a group of specialist advisers 1 : 2 : 3 : 4 : 5 :
54. Personality testing is an invaluable breakthrough in management 1 : 2 : 3 : 4 : 5 :
55. It is essential to belong to clubs or groups and share common interests 1 : 2 : 3 : 4 : 5 :

Please Circle the appropriate number from:

Strongly Disagree Disagree Agree Strongly Agree
1 2 3 4 5

56. Industrial problems can only be solved by a team of men dedicated to their solution 1 : 2 : 3 : 4 : 5 :
57. Personality matching of the employee with his work group is a vital management technique 1 : 2 : 3 : 4 : 5 :
58. On arrival, a new employee's biggest need is to establish himself with a group of friends 1 : 2 : 3 : 4 : 5 :
59. Children should be encouraged to set up their own problem solving groups 1 : 2 : 3 : 4 : 5 :
60. Human Relations training helps to overcome the adjustment difficulties of employees 1 : 2 : 3 : 4 : 5 :
61. It is essential that from the earliest age children have a group of playmates 1 : 2 : 3 : 4 : 5 :
62. Task-groups are the only way of tackling the problems faced by industry 1 : 2 : 3 : 4 : 5 :
63. The more the art of management becomes a science the more it does for the employees 1 : 2 : 3 : 4 : 5 :

Have you any comments on the questions in this section? If so, please write them here:

Part Two: SPECIFIC STATEMENTS

Indicate the personal significance that these statements have in terms of:

- 5 = of great personal significance
- 4 = of considerable personal significance
- 3 = of some personal significance
- 2 = of little personal significance
- 1 = of very little personal significance

Think of the significance in terms of IN ANY JOB I HAVE, TO ME, TO BE ABLE TO PLAY A MAJOR PART IN

- | | |
|---|---------------------|
| 81. recording important decisions | 1 : 2 : 3 : 4 : 5 : |
| 82. providing an unbiased personal service | 1 : 2 : 3 : 4 : 5 : |
| 83. increasing the company's potential net profit | 1 : 2 : 3 : 4 : 5 : |
| 84. issuing written instructions | 1 : 2 : 3 : 4 : 5 : |
| 85. devising job descriptions | 1 : 2 : 3 : 4 : 5 : |
| 86. widening the profit margin on key products | 1 : 2 : 3 : 4 : 5 : |
| 87. encouraging formalized procedures | 1 : 2 : 3 : 4 : 5 : |
| 88. encouraging the use of organizational charts | 1 : 2 : 3 : 4 : 5 : |
| 89. eliminating unprofitable product lines | 1 : 2 : 3 : 4 : 5 : |
| 90. encouraging clear disciplinary procedures | 1 : 2 : 3 : 4 : 5 : |
| 91. setting codes of conduct | 1 : 2 : 3 : 4 : 5 : |
| 92. improving the company's status in the eyes of its customers | 1 : 2 : 3 : 4 : 5 : |
| 93. establishing standard work procedures | 1 : 2 : 3 : 4 : 5 : |
| 94. standardizing decision-making procedures | 1 : 2 : 3 : 4 : 5 : |

Part Three: IMPORTANCE OF IDEAS

Now please consider the activities which your job involves and evaluate the importance of ideas that you might have or receive in terms of the following criteria. How important are the following considerations in your estimation of the value of an idea. The emphasis here is on your personal inclinations rather than what you might be expected to think by virtue of your position.

Indicate the personal significance that these statements have in terms of

- 5 = of great personal significance
- 4 = of considerable personal significance
- 3 = of some personal significance
- 2 = of little personal significance
- 1 = very little personal significance

Think of the significance in terms of WHEN I HAVE AN IDEA, TO ME, THE IMPORTANCE LIES IN THE

- 95. challenge presented to me by the idea 1 : 2 : 3 : 4 : 5 :
- 96. amount of capital investment its implementation would involve 1 : 2 : 3 : 4 : 5 :
- 97. compatibility with existing procedures 1 : 2 : 3 : 4 : 5 :
- 98. intrinsic interest I have in a special field 1 : 2 : 3 : 4 : 5 :
- 99. number of man-hours or people it would require 1 : 2 : 3 : 4 : 5 :
- 100. compatibility with existing policies 1 : 2 : 3 : 4 : 5 :
- 101. enjoyment I would have in the working on the idea 1 : 2 : 3 : 4 : 5 :
- 102. equipment expenditure required 1 : 2 : 3 : 4 : 5 :
- 103. 'Translatability' into practical production terms 1 : 2 : 3 : 4 : 5 :
- 104. new breakthrough in theory or methods 1 : 2 : 3 : 4 : 5 :
- 105. amount of risk involved 1 : 2 : 3 : 4 : 5 :
- 106. differences with current practice 1 : 2 : 3 : 4 : 5 :
- 107. originality (it is creative) 1 : 2 : 3 : 4 : 5 :
- 108. length of time a project would take to try out the idea 1 : 2 : 3 : 4 : 5 :
- 109. possible administrative difficulties 1 : 2 : 3 : 4 : 5 :
- 110. the possibility of writing an article about it for a technical or professional journal 1 : 2 : 3 : 4 : 5 :
- 111. the possibility of a company patent 1 : 2 : 3 : 4 : 5 :
- 112. compatibility with administrative routines 1 : 2 : 3 : 4 : 5 :
- 113. cost 1 : 2 : 3 : 4 : 5 :
- 114. changes that would be required in manuals 1 : 2 : 3 : 4 : 5 :
- 115. changes that would be required in paperwork 1 : 2 : 3 : 4 : 5 :

Thank you.

Have you any comments on this section or on the questionnaire generally?

to get to know themselves the true nature of your job and possibly some of your attitudes. ... Well, of course, a man's life does not stop at the factory gate or the office door. ... He has a vigorous social life ... a whole number of interests and activities. ... Yet it is frequently the fact that these aspects of an executive's life are ignored and he is regarded merely as a person. ... In fact, here our study is trying to show the ... that all of people are not ...

QUESTIONNAIRE ON THE EXECUTIVE IN
 MODERN ORGANIZATIONS: THE EXECUTIVE'S
 SOCIAL ROLES

... that you have time for relaxation or ... To you that your ... please state as fully as you wish ...

... all the different groups to which people ... with a ...

... association or organization. ... Please make free and ... bearing in mind that questions ... to establish how important each ... is to you.

Industrial Administration Research Unit,
 The University of Aston in Birmingham.

THIS QUESTIONNAIRE WILL BE COLLECTED AT THE SECOND INTERVIEW

INTRODUCTION

So far we have discussed the bare bones of your job and possibly some of your attitudes. But, of course, a man's life does not stop at the factory gate or the office door. Often he has a vigorous social life - a whole network of friendships and activities. Yet it is frequently the case that these aspects of an executive's life are ignored and he is regarded more as a position than as a person. In fact, here our study is trying to chart the unknown - what sort of people are our modern executives?

Thus our study is exploring new territory, we would like to chart some aspects of your life outside the firm. As a result our tools are crude. They ask about all the people that you might meet and associations to which you might belong. This could imply that you never have time for relaxation or an hour's worth of television. If you feel that your answer creates a lopsided impression, then please state so as forcibly as you wish in the end section provided.

May we repeat our assurances of confidentiality - your anonymity is guaranteed. We hope that you feel able to answer every question and that you find our enquiries of interest.

A CHART OF POSSIBLE SOCIAL ROLES

Introduction

It is difficult to map out neatly all the different groups to which people might belong. Each attempt ends up with a miscellany category or fails to distinguish between different social groups. Would one put Masonic Lodges in religious or social groups or both? For this reason you are asked to name any group to which you belong. This will help us to order out categories more efficiently in the future.

We have here six possible types of club, association or organization. Those which pursue interests in local affairs, social clubs, professional or trade associations, sports societies, political and religious organizations. We have left a spare column at the end in case you cannot fit any particular activity into one of these categories. Moreover, if you have more than one membership of a type and none of another, then cross out an inapplicable heading and write your own in. Please make free and full use of the comment section at the end, bearing in mind that questions occur in the following section attempting to establish how important each social activity is to you.

A separate sheet is used for each two activities and a final sheet is provided with blanks in case you find our categories inapplicable. The three groups are (1) Local Affairs and Social Clubs;
(2) Professional Associations and Sports Clubs;
(3) Political Groups and Religious Organizations.

Each sheet gives examples that could prove useful in focusing your thoughts.

Local Affairs and Social Clubs

Local affairs covers the large area that goes from local community action groups - say to fund raise for a hospital or the mentally handicapped - to local interest groups - say; to share an interest in local history or to hold a position or a University council.

Social clubs covers a broad hobby area from perhaps a horticultural association to ballroom dancing.

If you are not a member of either group, cross out yes and continue to the next page.

Question	Local Affairs	Social Club
1. Are you a member of any clubs or associations?	YES / NO	YES / NO
2. What are they called?	1. 2. 3.	1. 2. 3.
3. How many meetings were there last year?	1. 2. 3.	1. 2. 3.
4. How many of these meetings did you attend?	1. 2. 3.	1. 2. 3.
5. What official positions, if any, have you held?	1. 2. 3.	1. 2. 3.
6. Do you hold an official position at the moment?	1. 2. 3.	1. 2. 3.

Professional Associations and Sports Clubs

Professional Associations are probably the most straight forward social group. Conditions of entry and codes of conduct mark off such groups clearly.

Sports Clubs can be joined actively, passively, or a mixture of the two. Consequently they spread from golf clubs and football supporters' clubs.

If you are not a member of either group, cross out 'YES' and continue to the next page.

Question	Professional Association	Sports Clubs
1. Are you a member of of any clubs or associations?	YES / NO	YES / NO
2. What are they called?	1. 2.	1. 2.
3. How many meetings were there last year?	1. 2.	1. 2.
4. How many of these meetings did you attend?	1. 2.	1. 2.
5. What official positions, if any, have you held?	1. 2.	1. 2.
6. Do you hold any official position at the moment?	1. 2.	1. 2.

Political Groups and Religious Associations

Political groups span the range from a local association of a major political party to a political pressure group for a change in legislation - such as C.N.D., or the Child Poverty Action Group.

Religious organizations could be a church or a group with religious interest such as a bible society or missionary society.

If you are not a member of either group or association, cross out 'YES' and continue to the next page.

Question	Political Group	Religious Association
1. Are you a member of any groups or associations?	YES / NO	YES / NO
2. What are they called?	1. 2.	1. 2.
3. How many meetings were there last year?	1. 2.	1. 2.
4. How many meetings did you attend?	1. 2.	1. 2.
5. What official positions, if any, have you held?	1. 2.	1. 2.
6. Do you hold an official position at the moment?	1. 2.	1. 2.

Optional Sheet

If you belong to more than one group of any particular type or have been unable to locate a membership in any of the categories provided, then please use the following open section to record the extent of your membership.

Question		
1. What is it called?		
2. How many meetings were there last year?		
3. How many meetings did you attend?		
4. What official positions, if any, have you held?		
5. Do you hold an official position at the moment?		

Thank you. What comments, if any, do you have on this means of charting an executive's social life?

Industrial Administration Research Unit
The University of Aston in Birmingham

This last questionnaire is intended to find out what it feels like to be an executive in a modern organization. We have tried to be comprehensive in our consideration of a number of areas and we have tried to be aware that executives are people in a professional position. But we still do not know how people experience their professional life and it is just this experience that "executive" has to be most important.

QUESTIONNAIRE ON THE EXECUTIVE IN MODERN ORGANIZATIONS:

THE EXPERIENCE OF BEING AN EXECUTIVE

You are asked to describe the experience of being an executive in a modern organization and to describe how another person would feel in your position. None of these alternatives should be seen as a criticism of your work or those with whom you work. There is no right or wrong answer and no reply will be treated as a complaint.

Of course, in this context, we do request any assurance of confidentiality - your anonymity is guaranteed and your privacy is respected.

We hope that you find this to be a very pleasant and that you find our enquiries of interest.

Industrial Administration Research Unit
The University of Aston in Birmingham

ON COMPLETION, THIS QUESTIONNAIRE SHOULD BE RETURNED TO THE UNIVERSITY OF ASTON, SEALED IN THE ENVELOPE PROVIDED.

- 1 -

ORGANIZATIONAL RESEARCH

INTRODUCTION

This last questionnaire seeks to understand what it feels like to be an executive in a modern organization. We have tried to be comprehensive in our consideration of executive tasks and we have tried to be aware that executives are people in a responsible position. But we still do not know how people experience their responsibilities and it is just this experience that "insiders" believe to be most important.

Consequently our questionnaire poses a whole range of alternatives where you are asked how clear you are about your responsibilities and to describe how another person would feel in your position. None of these alternatives should be seen as a criticism either of yourself or those with whom you work. There is no right or wrong answer and no reply will be treated as a complaint.

Of course, in this context, may we repeat our assurances of confidentiality - your anonymity is guaranteed and your privacy is respected.

We hope that you feel able to answer every question and that you find our enquiries of interest.

PART ONE:

GENERAL JOB EXPERIENCE

Please consider each of the following statements. Then mark how accurate they are as a description of your experience of work. STRIKE THROUGH whether you find the statement False, True, or are Uncertain about its accuracy. The alternative answers, then, are:

F	?	T
False	Uncertain	True

As in previous questionnaires, these alternatives will be abbreviated and the abbreviations are in the right-hand margin. A full note of the alternatives is repeated at the top of each new page.

A. Relationships at work:

Please imagine that you are describing your job to someone who does not know personally any one with whom you work. You are trying to convey a picture of life at work in terms of the following general statements. Are these statements false or uncertain or true?

A PERSON IN MY JOB WOULD FIND THAT:

- | | | | | |
|-----|--|---|---|---|
| 1. | His work colleagues agree on the main responsibilities in his job. | F | ? | T |
| 2. | The people he works with expect him to be unconcerned about good standards. | F | ? | T |
| 3. | The people he works with expect him to do things that are sound theoretically but are just not practical. | F | ? | T |
| 4. | His work colleagues expect him to put in more effort than the job's rewards justify. | F | ? | T |
| 5. | He sometimes contradicts himself when telling things to other people. | F | ? | T |
| 6. | His responsibilities are clearly defined. | F | ? | T |
| 7. | He is sometimes unable to provide sufficient information for others. | F | ? | T |
| 8. | He has sometimes to choose between the incompatible ideas others have of him. | F | ? | T |
| 9. | The people he works with expect him to carry out his duties in a manner which is in line with his personal values. | F | ? | T |
| 10. | Work colleagues' expectations of the nature of his work are sound and realistic. | F | ? | T |
| 11. | Other people expect too much and many of their expectations have to remain unsatisfied. | F | ? | T |

F = False

? = Uncertain

T = True

12.	He has to get other people to do things against their personal work standards.	F	?	T
13.	He is sometimes not told when work colleagues expect things of him.	F	?	T
14.	He is sometimes unable to provide sufficient instructions for others.	F	?	T
15.	There are some competing demands on him.	F	?	T
16.	The people he works with respect his standards over quality of work.	F	?	T
17.	Other people do not realize how difficult their wishes are to put into practice.	F	?	T
18.	His work colleagues expect him to not want any leisure time.	F	?	T
19.	He has sometimes to get other people to do things against their personal values.	F	?	T
20.	He knows what most people expect of him.	F	?	T
21.	He sometimes cannot say clearly what he expects of his colleagues.	F	?	T
22.	He is subject to inconsistent expectations from other people.	F	?	T
23.	Work colleagues sometimes leave him at a loose end.	F	?	T
24.	He sometimes has to ask people to do things that they do not think practical.	F	?	T
25.	He has to keep asking for information he needs instead of receiving it automatically.	F	?	T
26.	Whoever the person is, because of the nature of the job, others will find him ambiguous and difficult to understand.	F	?	T
27.	He has to overload other people with requests and instructions.	F	?	T

F = False
? = Uncertain
T = True

B. Relationships with Immediate Superior

Please imagine, now, that you are describing the experiences of your job to someone who does not know your immediate superior, your boss, personally. You are trying to build up a picture of your feelings and difficulties without being personal. Are the following statements either False or True, or are you Uncertain as to their applicability?

A PERSON IN MY POSITION WOULD FIND:

- | | | | | |
|-----|---|---|---|---|
| 1. | That his boss is usually consistent in his directives. | F | ? | T |
| 2. | That his boss expects him to drop his personal work standards when necessary. | F | ? | T |
| 3. | That his boss expects him to do things that are all right in theory but that will not work in practice. | F | ? | T |
| 4. | That his boss stops him from making full use of his job's responsibilities. | F | ? | T |
| 5. | That his boss lets him know in good time when he wants something. | F | ? | T |
| 6. | That he has to choose between incompatible directives from his boss. | F | ? | T |
| 7. | That his boss expects him to refuse to do jobs which are not in lines with his subordinate's personal values. | F | ? | T |
| 8. | That his boss's wishes are highly practical. | F | ? | T |
| 9. | That his boss expects him to work harder than the job's rewards merit. | F | ? | T |
| 10. | That his boss clearly defines the scope of his responsibility. | F | ? | T |
| 11. | That his boss expects him to bend his work quality standards if required. | F | ? | T |
| 12. | That his boss does not realize how difficult his directives are to put into practice. | F | ? | T |
| 13. | That his boss expects him to get a quart from a pint pot. | F | ? | T |
| 14. | That his boss gives him clear instructions. | F | ? | T |
| 15. | That his boss expects him to do so much that important things are skimped. | F | ? | T |
| 16. | That his boss expects things even though he has not explicitly asked for them to be done. | F | ? | T |
| 17. | That his boss expects him to take on jobs even if they encroach on his leisure time. | F | ? | T |

PART TWO: THE EXPERIENCES OF AN AVERAGE MONTH

The first part of this questionnaire sought a framework of experience without regard to the extent to which such occurrences were part of the "normal routine". In this last section you are again asked to reflect on what it is like to be in your shoes and to note how often a range of feelings occur in an average month. Again, the feelings are not supposed to be the only feelings that you have. Nor are they meant to imply any criticism of yourself or of those with whom you work. In seeking the feelings of people in responsible positions it is thought that the tensions and pressures of responsibility are of central importance. Your answers will be treated confidentially in order to evaluate this impression. Please feel free to comment on the statements and note your thoughts in the section provided at the end of the questionnaire.

Please consider then how often the following events occur in an average month using the following possibilities to mark that which comes closest to your experience:

1 = never; 2 = infrequently; 3 = sometimes; 4 = frequently; 5 = always.

A. Work Relationships.

HOW OFTEN IN AN AVERAGE MONTH DO THOSE WITH WHOM YOU WORK REGULARLY:

1. Differ amongst themselves about your main responsibilities. 1 2 3 4 5
2. Agree with the way in which you discipline your subordinates. 1 2 3 4 5
3. Expect you to work miracles. 1 2 3 4 5
4. Expect too much from you in the time you have available. 1 2 3 4 5
5. Claim that your wishes are contradictory. 1 2 3 4 5
6. Prove ambiguous in their communication. 1 2 3 4 5
7. Have opposing ideas about your main responsibilities. 1 2 3 4 5
8. Agree with the way you take action after an expensive mistake. 1 2 3 4 5
9. Cause you to join in a "wild goose chase". 1 2 3 4 5
10. Expect you to take on more responsibility than the job officially entails. 1 2 3 4 5
11. State that their personal values are at stake because of your wishes. 1 2 3 4 5
12. Tell you enough of their intentions for you to make a decision. 1 2 3 4 5
13. Vary amongst themselves over how much they expect you to do. 1 2 3 4 5

Please consider how often the following events occur in an average month, using the following possibilities to mark that which comes closest to your experience:

1 = never; 2 = infrequently; 3 = sometimes; 4 = frequently; 5 = always.

HOW OFTEN IN AN AVERAGE MONTH DO THOSE WITH WHOM YOU WORK REGULARLY:

- | | | |
|-----|--|-----------|
| 14. | Expect you to work later than you would like. | 1 2 3 4 5 |
| 15. | Find you at odds with their work standards. | 1 2 3 4 5 |
| 16. | Tell you their plans clearly. | 1 2 3 4 5 |
| 17. | Differ amongst themselves in the quality of work they expect from you. | 1 2 3 4 5 |
| 18. | Expect you to suppress your personal beliefs when they contradict the firm's policy. | 1 2 3 4 5 |
| 19. | Encourage you to use some impractical pet idea of theirs. | 1 2 3 4 5 |
| 20. | Expect you to work harder than the job's rewards suggest. | 1 2 3 4 5 |
| 21. | Claim that you want impractical things. | 1 2 3 4 5 |
| 22. | Give you details you need to make a decision. | 1 2 3 4 5 |
| 23. | Expect you to "leave your morals at home" when you think they should be brought to the office. | 1 2 3 4 5 |
| 24. | Seem, by their demands, to be out of touch with the practical possibilities in your job. | 1 2 3 4 5 |
| 25. | Expect you to consult them if you run short of jobs. | 1 2 3 4 5 |
| 26. | Tell you they think you are giving them too many jobs. | 1 2 3 4 5 |
| 27. | Expect you to exercise less authority than your official job title implies. | 1 2 3 4 5 |
| 28. | Argue that your approach to problems is impractical. | 1 2 3 4 5 |
| 29. | Find you asking them to take on too much authority. | 1 2 3 4 5 |

B. Relationships with your superior.

Please now consider how often each of the following events occur in an average month in your contacts with your immediate superior - or "boss". Mark the description that comes closest to your experience in terms of:

1 = never; 2 = infrequently; 3 = sometimes; 4 = frequently; 5 = always.

HOW OFTEN IN AN AVERAGE MONTH DOES YOUR BOSS:

- | | |
|--|-----------|
| 1. Contradict himself in what he expects you to do. | 1 2 3 4 5 |
| 2. Expect you to do things regardless of your personal values. | 1 2 3 4 5 |
| 3. Expect you to do things in a way you consider impractical. | 1 2 3 4 5 |
| 4. Expect you to do more than your job description states. | 1 2 3 4 5 |
| 5. Starve you of information necessary for your job. | 1 2 3 4 5 |
| 6. Expect both quality and quantity in the same work. | 1 2 3 4 5 |
| 7. Expect you to turn a blind eye to work practices of which you disapprove. | 1 2 3 4 5 |
| 8. Expect you to do things that oppose your way of doing them. | 1 2 3 4 5 |
| 9. Overload you with tasks. | 1 2 3 4 5 |
| 10. Not really know what he wants. | 1 2 3 4 5 |
| 11. Expect you to treat your subordinates differently from your personal values. | 1 2 3 4 5 |
| 12. Appear to be out of touch with what your job is really all about. | 1 2 3 4 5 |
| 13. Fail to provide you with enough to do. | 1 2 3 4 5 |
| 14. Adequately define the limits of your authority. | 1 2 3 4 5 |
| 15. Expect you to take on more than your job's responsibilities entail. | 1 2 3 4 5 |
| 16. Expect you to work later than you wish. | 1 2 3 4 5 |

C. Experiences about yourself.

This final section asks how often in an average month you sense that others have held certain opinions about you. It might prove helpful to consider last month's events in order to consider the possibilities. These possibilities cover both communication with your boss and more general communications.

Please consider which alternative most accurately describes your impression in terms of:

1 = never; 2 = infrequently; 3 = sometimes; 4 = frequently; 5 = always.

IN AN AVERAGE MONTH HOW OFTEN DO YOU FIND THAT YOU HAVE:

- | | |
|---|-----------|
| 1. Expected contradictory things of your boss. | 1 2 3 4 5 |
| 2. Not given enough information to your boss. | 1 2 3 4 5 |
| 3. Not given other work colleagues enough information. | 1 2 3 4 5 |
| 4. Expected your boss to do things against his personal values. | 1 2 3 4 5 |
| 5. Given your boss all the information he wanted. | 1 2 3 4 5 |
| 6. Sent muddles messages to colleagues. | 1 2 3 4 5 |
| 7. Expected your boss to rush through work quicker than he wanted. | 1 2 3 4 5 |
| 8. Given your boss your wishes clearly. | 1 2 3 4 5 |
| 9. Not given clear instructions to other work colleagues. | 1 2 3 4 5 |
| 10. Expected your boss to do things that he considered impractical. | 1 2 3 4 5 |
| 11. Given your boss your ideas in sufficient detail. | 1 2 3 4 5 |
| 12. Been considered ambiguous by other work colleagues. | 1 2 3 4 5 |
| 13. Expected your boss to do things in a way which he considered impractical. | 1 2 3 4 5 |
| 14. Given ambiguous ideas to your boss. | 1 2 3 4 5 |
| 15. Been misunderstood by your work colleagues. | 1 2 3 4 5 |
| 16. Asked your boss to do things beyond his authority. | 1 2 3 4 5 |
| 17. Given muddles messages to your boss. | 1 2 3 4 5 |
| 18. Been thought confusing by your work colleagues. | 1 2 3 4 5 |
| 19. Overloaded your boss with tasks. | 1 2 3 4 5 |
| 20. Persuaded your boss to work longer hours than he wished to. | 1 2 3 4 5 |

Thank you again for all your co-operation. We hope that you found the study interesting.

How long did this questionnaire take you to complete? _____ minutes

What comments, if any, have you on the questionnaire?

Thank you.

Administrative Research Unit,
University of Aston in Birmingham.

Completion No.: _____

Date: _____

Signature: _____

Comments: _____

Job Title: _____

THIS QUESTIONNAIRE SHOULD BE RETURNED TO THE UNIVERSITY OF ASTON
IN BIRMINGHAM, SEALED IN THE ENVELOPE PROVIDED.

Numbering Form: _____

INTERVIEW
(1969/1)

THE CONTENT OF EXECUTIVE RESPONSIBILITY: AND
SOME OF ITS CONSEQUENCES

Industrial Administration Research Unit,
The University of Aston in Birmingham.

Completion No.: _____

Date: _____

Surname: _____

Comments: _____

Job Title: _____

Firm: _____

Running Time: _____

PART ONE: Interviewer's opening remarks

Thank you for completing the first questionnaire. I hope you found it an interesting exercise. To help me evaluate this method please could you reconsider the activity and tell me:

Section A. - Operating Length

1. Approximately how long did it take to complete? _____

2. How sure are you of this estimate?

Very unsure	unsure		sure	very sure
1	2	3	4	5

3. Was your effort uninterrupted? YES _____

NO _____

(a) IF NO How frequent _____

How long _____

4. Where was it completed? _____

Section B. - Respondent's Comments

1. Have you any further comments on the questionnaire?

PART TWO: The Executive Role.

This interview tries to approach executive responsibilities from a different perspective. Here it is hoped that my questions allow you to tell me more general feelings. Of particular interest are the rewards, relations, and work load.

May I repeat my previous assurances of confidentiality. All your answers are kept secret and are processed in such a way that ensures anonymity. Nevertheless, I fully respect your right to refuse to answer any question; though, naturally, I hope that you will feel willing to answer them all.

Section One. - Network of Relations

Please consider each of the following statements that might or might not apply to your communications links. There is no right or wrong answer here, just use this card and tell me which alternative is the closest approximation for you.

Hand card 69/1/A: False ? True

If these categories do not really fit, then please answer the question as best you can and then tell me why it is not a satisfactory answer.

Subordinates:

	False	?	True
(a) All of my subordinates			
1. check practically all decisions with me	2	1	0
2. only check critical decisions with me	0	1	2
3. waits for me to check with him first	0	1	2
4. brings non-routine matters for my approval	0	1	2
(b) With my subordinates			
1. I check frequently on their work	2	1	0
2. I only check their work when there is trouble	0	1	2
3. I let them check with me first when there is trouble	0	1	2
4. I only review their non-routine work	0	1	2
(c) Subordinates of mine			
1. can set their own work pace	0	1	2
2. are allowed a great deal of say in the way they work	0	1	2
3. are left alone unless they want help	0	1	2
4. can make their own work methods	0	1	2

	False	?	True
(d) A person in my position			
1. checks practically all decisions with his superior	2	1	0
2. only checks critical decisions with his superior	0	1	2
3. waits for his superior to check with him	0	1	2
4. only takes non-routine matters for the decision of his superior	0	1	2
(e) My superior			
1. constantly reviews my work	2	1	0
2. only checks my work when there is a crisis	0	1	2
3. only reviews my non-routine work	0	1	2
4. waits for me to check with him	0	1	2
(f) A person in my position			
1. can set his own work pace	0	1	2
2. is allowed a great deal of say in the way he works	0	1	2
3. is left alone unless he wants help	0	1	2
4. can make his own work methods	0	1	2
(g) Being in my position means			
1. I can tackle my own headaches	0	1	2
2. state my own important problems	0	1	2
3. enforce my decisions	0	1	2
4. get things moving when I have a problem	0	1	2
5. investigate issues that affect my own decisions	0	1	2
6. I make most of the decisions that affect me	0	1	2

Thank you. Having tried to read out your job responsibilities.

(h) A person in my position would feel

	False	?	True
1. like a sitting target	2	1	0
2. that most of the time he simply reacts when others ask him	2	1	0
3. like a marionette	2	1	0
4. that those around him run his job	2	1	0
5. that he has to hide in order to get any work done	2	1	0
6. that most of his time he has to himself	0	1	2

Have you any comments on this section's questions?

(a) ...

(b) ...

During your holidays, ...

(a) days do you spend at the office?

(b) hours do you spend at the office?

4. In a year, how many, if any, ...

(a) overnight business trips do you make?

(b) days away from home are taken up with business trips?

Thank you. Are there any questions you would like to ask me?

PART THREE: Executive Tasks Demands

Thank you. Having tried to round out our information on your job, can we finally consider the extensiveness of your responsibilities.

	<u>Frequency</u>	<u>Intensity</u>
1. In an average week, how many, if any		
(a) days do you work late at the office?	_____	_____
(b) hours do you work over at the office?		_____
(c) hours do you spend on work related matters at home?		_____
(d) days during the week do you take work home?	_____	_____
2. In an average month, how many, if any		
(a) weekends do you come into the office?	_____	_____
(b) hours do you spend at the office during weekends?		_____
(c) weekends do you take work home?	_____	_____
(d) hours do you spend on office matters at home during the weekend?		_____
3. During your holidays, how many, if any		
(a) days do you spend at the office?	_____	_____
(b) hours do you spend at the office?		_____
4. In a year, how many, if any		
(a) overnight business trips do you make?	_____	_____
(b) days away from home are taken up with business trips?		_____

Thank you. Are there any questions you would like to ask me?

HAND NEXT TWO QUESTIONNAIRES AND ARRANGE INTERVIEW

Date: _____ Time: _____ Place: _____

PART FOUR: Executive Furnishings

To be scored immediately after interview:

Underline -

1. Size of office
(estimate number of square yards) _____
2. Carpeting
(0 = none; 1 = square; 2 = fitted) _____
3. Curtains
(0 = none; 1 = cotton; 2 = heavy; 3 = lined) _____
4. Desk
(1 = small; 2 = medium; 3 = large) _____
5. Table
(0 = none; 1 = 4-6 seater; 2 = 6-8 seater) _____
6. High backed chairs
(number) _____
7. Easy chairs
(number) _____
8. Desk chair
(1 = fixed; 2 = arms; 3 = swivel; 4 = leather/moquet) _____
9. Nameplate
(0 = none; 1 = yes) _____
10. Telephones
(number) _____
11. Secretary
(0 = none; 1 = shared; 2 = personal) _____

TO BE CHECKED IMMEDIATELY AFTER THE SECOND INTERVIEW

69/1/A

False ? True

EXECUTIVES IN PUBLIC ORGANIZATIONS:
A TEST OF APPROVAL TO THE MANAGERIAL
AND ADMINISTRATIVE OF EXECUTIVES

Industrial Administration Research Unit
The University of Aston in Birmingham

Completion No.: _____

Date: _____

Summary: _____

Comments: _____

Job Title: _____

Price: _____

Running Time: _____

Thank you. Taking care to copy, please the material provided when you completed this and any

- 1. About Q. 2. to 4. Attach the appropriate
- (a) How long did it take to complete? _____
- (b) Where did you complete it? _____

EXECUTIVES IN MODERN ORGANIZATIONS:
 A DEPTH APPROACH TO THE BACKGROUNDS
 AND EXPERIENCES OF EXECUTIVES

- 2. How would you complete Q. 2. to 4. with the appropriate Attachments
- (a) How long did it take to complete? _____
- (b) Where did you complete it? _____
- (c) Were you interrupted at all while completing it? _____
- (d) Are there any comments or contents? _____

Industrial Administration Research Unit
The University of Aston in Birmingham

Completion No.: _____ Date: _____

Surname: _____ Comments: _____

Job Title: _____

Thank you. _____

Firm: _____ Running Time: _____

Comments on the Second and Third Questionnaires

May I have the two questionnaires that were left at the first interview. Thank you. Taking each in turn, could you briefly consider when you completed them and say:

1. About Q.2. on Attitudes and Opinions

- (a) How long did it take to complete? _____
- (b) Where did you complete it? _____
- (c) Were you interrupted at all while completing it? _____
- (d) Are there any comments that you would like to make on its contents?

2. Now could you consider Q.3. on Social and Domestic Activities

- (a) How long did it take to complete? _____
- (b) Where did you complete it? _____
- (c) Were you interrupted at all while completing it? _____
- (d) Are there any comments that you would like to make on its contents?

Thank you.

INTRODUCTION

This questionnaire goes deeper than most previous attempts to understand the life and work of the modern executive. A depth enquiry asks personal questions and asks them tentatively. Of course, your right to privacy is respected and you are under no obligation to answer every question. I do hope that you feel able to answer them all. As a sociologist I face a dilemma: if people are to be treated as people, then the questions one asks will sound personal, but if one does not ask direct questions, then people become ciphers in one's study.

As the questions are direct they are often very general and it is hoped that whenever possible this leads to a discussion in which I can take notes verbatim.

May I repeat my assurances of confidentiality. No conversation will be reported or discussed with anyone else and the interview schedules will be coded and analysed in a way that guarantees privacy.

The questions fall into two main sections. First I would like to understand your circumstances from another angle. Secondly I would like to appreciate what tensions you find in your job and life and how you feel about them.

SECTION A.

STRENGTH OF SOCIAL ROLES

I would like to start by asking you about your inclinations towards the various social activities given in the third questionnaire. This, I hope, is not unnecessary repetition. It is possible that attendance at meetings and holding an official position is not necessarily the most accurate measure of the interest that you take.

1. Local Affairs

Please think of Local Affairs. I will read out a number of issues and activities and I would like your views on each one. Please use this card (hand card I.2A) and tell me which alternative is closest to your view.

- 1 Take no interest. 2 Take a little interest. 3 Take some interest.
4 Take a lot of interest. 5 Take full interest.

First facilities:

- | | | | | | | |
|--|---|---|---|---|---|---|
| 1. Attend the local museum or art gallery. | 1 | 2 | 3 | 4 | 5 | 6 |
| 2. Make use of parks or open spaces. | 1 | 2 | 3 | 4 | 5 | 6 |
| 3. Use the library for books or records. | 1 | 2 | 3 | 4 | 5 | 6 |
| 4. Use the swimming baths. | 1 | 2 | 3 | 4 | 5 | 6 |

And now some possible issues:

- | | | | | | | |
|--|---|---|---|---|---|---|
| 5. Provision and siting of roads. | 1 | 2 | 3 | 4 | 5 | 6 |
| 6. Type and siting of schools. | 1 | 2 | 3 | 4 | 5 | 6 |
| 7. Sports facilities locally. | 1 | 2 | 3 | 4 | 5 | 6 |
| 8. Preservation of ancient monuments. | 1 | 2 | 3 | 4 | 5 | 6 |
| 9. Planning permission for new buildings. | 1 | 2 | 3 | 4 | 5 | 6 |
| 10. The sort of people moving into the district. | 1 | 2 | 3 | 4 | 5 | 6 |

And finally, some activities:

- | | | | | | | |
|--|---|---|---|---|---|---|
| 11. Intellectual interests such as art; music, or the theatre. | 1 | 2 | 3 | 4 | 5 | 6 |
| 12. Practical interests such as woodwork, gardening and repairs. | 1 | 2 | 3 | 4 | 5 | 6 |
| 13. Social interests such as bridge. | 1 | 2 | 3 | 4 | 5 | 6 |
| 14. Entertaining. | 1 | 2 | 3 | 4 | 5 | 6 |

Comments, if any, made:

2. Social Club

If noted on Q.3.

Please consider the social club membership you noted: using this card (hand card I.2A) and tell me which alternative is closest to your views on the following features:

1 Take no interest. 2 Take a little interest. 3 Take some interest.
4 Take a lot of interest. 5 Take full interest.

- | | | | | | | |
|----|----------------------------------|---|---|---|---|---|
| 1 | Reading club publications | 1 | 2 | 3 | 4 | 5 |
| 2 | Reading books about | 1 | 2 | 3 | 4 | 5 |
| 3 | Attending regional meetings | 1 | 2 | 3 | 4 | 5 |
| 4 | Attending national meetings | 1 | 2 | 3 | 4 | 5 |
| 5 | Writing for publications | 1 | 2 | 3 | 4 | 5 |
| 6 | Organizing an event | 1 | 2 | 3 | 4 | 5 |
| 7 | Helping in meetings | 1 | 2 | 3 | 4 | 5 |
| 8 | Visiting other clubs in the area | 1 | 2 | 3 | 4 | 5 |
| 9 | Recruiting new members | 1 | 2 | 3 | 4 | 5 |
| 10 | Holding an official position | 1 | 2 | 3 | 4 | 5 |

Comments, if any, made:

Organizing an event

Holding an official position

Comments, if any, made:

3. Professional Association

If noted on Q.3.

Please consider the professional association membership that you noted: using the same card (card I.2A) and tell me which alternative is closest to your views on the following features:

1 Take no interest. 2 Take a little interest. 3 Take some interest.
4 Take a lot of interest. 5 Take full interest.

1	Taking publications	1	2	3	4	5
2	Using social facilities	1	2	3	4	5
3	Using employment information	1	2	3	4	5
4	Reading publications	1	2	3	4	5
5	Having professional representation on committees	1	2	3	4	5
6	Assessing salary claims	1	2	3	4	5
7	Ensuring professional employment standards	1	2	3	4	5
8	Discussing professional etiquette problems	1	2	3	4	5
9	Attending meetings	1	2	3	4	5
10	Attending national conferences	1	2	3	4	5
11	Writing for a journal	1	2	3	4	5
12	Organizing an event	1	2	3	4	5
13	Holding an official position	1	2	3	4	5

Comments, if any, made:

4. Sports Clubs

If noted on Q.3.

Please consider the sports club/association membership that you noted: using the same card (card I.2) and tell me which alternative is closest to your views on the following features:

- 1 Take no interest. 2 Take a little interest. 3 Take some interest.
4 Take a lot of interest. 5 Take full interest.

1	Taking publications	1	2	3	4	5
2	Reading books on	1	2	3	4	5
3	Using social facilities	1	2	3	4	5
4	Spending time fund-raising	1	2	3	4	5
5	Recruiting new members	1	2	3	4	5
6/i	If ACTIVE sport					
	(a) Playing regularly	1	2	3	4	5
	(b) Playing for a team	1	2	3	4	5
6/ii	If PASSIVE sport					
	(a) Attending home fixtures	1	2	3	4	5
	(b) Attending away fixtures	1	2	3	4	5

Comments, if any, made:

5. Political Associations

If noted on Q.3.

Please consider the political party/pressure group membership that you noted: using the same card (card I.2) tell me which alternative is closest to your views on the following features:

1 Take no interest. 2 Take a little interest. 3 Take some interest.
4 Take a lot of interest. 5 Take full interest.

- 1 Taking party/group publications 1 2 3 4 5
- 2 Reading books on 1 2 3 4 5
- 3 Using social facilities 1 2 3 4 5
- 4 Attending local meetings 1 2 3 4 5
- 5 Attending regional meetings 1 2 3 4 5
- 6 Attending national meetings 1 2 3 4 5
- 7 Organizing an event 1 2 3 4 5
- 8 Campaigning on local elections 1 2 3 4 5
- 9 Campaigning on national elections 1 2 3 4 5
- 10 Recruiting new members 1 2 3 4 5
- 11 Fund-raising activities 1 2 3 4 5
- 12 Holding an official position 1 2 3 4 5

Comments, if any, made:

- 13 1 2 3 4 5
- 14 1 2 3 4 5
- 15 1 2 3 4 5
- 16 1 2 3 4 5

6. Religious Activity

If noted on Q.3.

Please consider the religious membership that you noted: using the same card (Card I.2A) tell me which alternative is the closest to your views on the following features:

1 Take no interest. 2 Take a little interest. 3 Take some interest.
4 Take a lot of interest. 5 Take full interest.

1	Taking church publications	1	2	3	4	5
2	Reading books on	1	2	3	4	5
3	Using social facilities	1	2	3	4	5
4	Making covenants	1	2	3	4	5
5	Attending services	1	2	3	4	5
6	Attending inter-church meetings	1	2	3	4	5
7	Visiting other churches in locale	1	2	3	4	5
8	Visiting a church when on holiday	1	2	3	4	5
9	Writing for church magazine	1	2	3	4	5
10	Organizing a function or outing	1	2	3	4	5
11	Helping in services (e.g. collections)	1	2	3	4	5
12	Serving in an official position	1	2	3	4	5
13	Visiting sick church members	1	2	3	4	5
14	Converting for new members	1	2	3	4	5
15	Sending children to Sunday School	1	2	3	4	5
16	Fund-raising activities	1	2	3	4	5

Comments, if any, made:

7. Other Social Roles

If noted on Q.3.

Please consider the membership/s that you noted: using the same card (card I.20) tell me which alternative is closest to your views on the following features:

1 Take no interest. 2 Take a little interest. 3 Take some interest.
4 Take a lot of interest. 5 Take full interest.

1	Taking publications	1 2 3 4 5	1 2 3 4 5
2	Using facilities	1 2 3 4 5	1 2 3 4 5
3	Fund-raising	1 2 3 4 5	1 2 3 4 5
4	Recruiting new members	1 2 3 4 5	1 2 3 4 5
5	Organizing a function	1 2 3 4 5	1 2 3 4 5
6	Holding a position	1 2 3 4 5	1 2 3 4 5
7	Reading books on	1 2 3 4 5	1 2 3 4 5
8	Attending regional functions	1 2 3 4 5	1 2 3 4 5
9	Attending national functions	1 2 3 4 5	1 2 3 4 5
10	Attending local functions	1 2 3 4 5	1 2 3 4 5

Comments, if any, made:

Thank you.

SECTION B.

GENERAL LIFE

I would now like to ask you some questions about your family background and domestic circumstances. First, a brief account of your parents' biographies and then about your feelings about your family. These questions are intended to face up to the fact that as a person you have a family history and now head a family of your own. But, as I have said before, very little is known about executives as people. So this information is only intended to inform ignorant social scientists. There is no suggestion that the firm or I have any right to such information. Nevertheless, I do hope that you feel able to help me by answering my questions.

1. Congruency with Family of Orientation

Please tell me a little about your parents' lives. Using this card (hand card I.25) please tell me about their schooling and occupation at the stages indicated:

	Father	Mother
1 Schooling after 11	_____	_____
2 Further education, if any	_____	_____
3 First job	_____	_____
4 Occupation at 30	_____	_____
5 Occupation at 40	_____	_____
6 Occupation at 50	_____	_____
7 Occupation at retirement	_____	_____

Comments, if any, made:

Thank you.

2. Amount of Property

May we now consider briefly your domestic circumstances.

	YES	NO
1 Do you own your house?	1	0
2 Does your household include:		
(a) Television	1	0
(b) Telephone	1	0
(c) Fridge	1	0
(d) Washing machine	1	0
(e) Record Player	1	0
(f) Central heating	1	0
(g) Caravan	1	0
(h) Yacht or boat	1	0
3 Do you own any other houses?	1	0
(a) If yes, how many? <u>number: _____</u>		
4 Do you use a car?	1	0
(a) If yes, how many cars are there in your household? <u>number: _____</u>		
5 Have you invested any capital?	1	0
(a) If yes, in what way?		
6 Do you hold any insurance policies?	1	0
(a) If yes, what sort?		
7 Do you collect valuable things?	1	0
(a) If yes, what are they?		

Comments, if any, made:

Thank you.

3. Strength of Social Roles

The next group of questions deals wholly with your domestic affairs. They are intended to consider the qualities of relationships which you might have. I hope that you do not think them too personal and I apologise in advance if you find them an effrontery.

Please indicate which of these alternatives comes closest to your opinion. (hand card I.20)

True = 1 ? = 2 False = 3

First, with your wife, secondly with your children, thirdly with your parents. Taking you wife first:

		Wife	Children	Parents
1	Tend to avoid sensitive topics	1 2 3	1 2 3	1 2 3
2	Have satisfying conversations	1 2 3	1 2 3	1 2 3
3	Learn a lot from each other	1 2 3	1 2 3	1 2 3
4	Have common interests	1 2 3	1 2 3	1 2 3
5	Provide stability for each other	3 2 1	3 2 1	3 2 1
6	Rely on each other for advice	3 2 1	3 2 1	3 2 1
7	Find a sense of security with each other	3 2 1	3 2 1	3 2 1
8	Support each other in times of stress	3 2 1	3 2 1	3 2 1

..... now children

..... now parents

Comments, if any, made:

1. What time do you finish work? _____

2. How many times a week do you see your _____

3. Do you change your holiday pattern? _____

4. Do you have a regular hobby? _____

5. If you, (a) how often do you travel? _____

 (b) what is your principal hobby? _____

Thank you.

4. Job Remuneration

Now I would like to return to your job and its rewards. I have tried to include as many factors as are generally held to be important, but I would be grateful if you think that some things have been overlooked and tell me what they are. Again, I most sincerely hope that you feel able to answer all the questions. The questions fall into two categories. First I would like you to describe some aspect of remuneration and then to tell me how important you consider each aspect is to the prestige of your position. We will take the descriptions first and then your estimation of their prestige value.

- 1 In which group does your salary fall? (hand card I.2D)
- | | | | | | | | | |
|----|-------------|----|-------------|----|----|----|----|----|
| 1 | 1000 - 1250 | 11 | 3501 - 3750 | 1 | 2 | 3 | 4 | 5 |
| 2 | 1251 - 1500 | 12 | 3751 - 4000 | 6 | 7 | 8 | 9 | 10 |
| 3 | 1501 - 1750 | 13 | 4001 - 4250 | 11 | 12 | 13 | 14 | 15 |
| 4 | 1751 - 2000 | 14 | 4251 - 4500 | 16 | 17 | 18 | 19 | 20 |
| 5 | 2001 - 2250 | 15 | 4501 - 4750 | | | | | |
| 6 | 2251 - 2500 | 16 | 4751 - 5000 | | | | | |
| 7 | 2501 - 2750 | 17 | 5001 - 5250 | | | | | |
| 8 | 2751 - 3000 | 18 | 5251 - 5500 | | | | | |
| 9 | 3001 - 3250 | 19 | 5501 - 5750 | | | | | |
| 10 | 3251 - 3500 | 20 | 5751 - 6000 | | | | | |

- | | | | |
|---|---|-----|----|
| | | YES | NO |
| 2 | Are you eligible for any merit payments or bonuses? | 1 | 0 |

(a) If yes, what form do they take?

- | | | | |
|---|---|---|---|
| 3 | Do you believe in holding shares in the firm? | 1 | 0 |
| | Do you actually hold shares in the firm? | 1 | 0 |

4 What time do you arrive at work? _____

5 What time do you leave work? _____

6 How many weeks annual leave have you? _____ weeks

- | | | | |
|---|-------------------------------------|---|---|
| 7 | Do you choose your holiday periods? | 1 | 0 |
|---|-------------------------------------|---|---|

- | | | | |
|---|----------------------------|---|---|
| 8 | Do you have a company car? | 1 | 0 |
|---|----------------------------|---|---|

If yes, (a) How often is it changed? _____

(b) What is your present model? _____

- | | | | |
|---|------------------------------|---|---|
| 9 | Have you an expense account? | 1 | 0 |
|---|------------------------------|---|---|

SECTION C.

INTER-ROLE RELATIONS

This is the final section of the interview. It asks about your feelings on the relationships between the many roles which you might play. I would like you to consider the relationship between your job and the following roles. Are they related and if so what form does it take?

1 Local affairs

(a) conflict

(d) complementarity

(b) impracticability

(e) compartmentalization

(c) overload

2 Social activities

(a) conflict

(d) complementarity

(b) impracticability

(e) compartmentalization

(c) overload

3 Professional activities

(a) conflict

(d) complementarity

(b) impracticability

(e) compartmentalization

(c) overload

4 Sporting activities

(a) conflict

(d) complementarity

(b) impracticability

(e) compartmentalization

(c) overload

5 Political associations

(a) conflict

(d) complementarity

(b) impracticability

(e) compartmentalization

(c) overload

6 Religious activity

(a) conflict

(d) complementarity

(b) impracticability

(e) compartmentalization

(c) overload

7 Family life

(a) conflict

(d) complementarity

(b) impracticability

(e) compartmentalization

(c) overload

Comments, if any, made:

Thank you.

Finally,

- 8 What things are out of the question by virtue of being an executive?
- 9 What things are impractical by virtue of being an executive?
- 10 What things are you unable to get enough time for to fulfil by virtue of being an executive?
- 11 What things do you like most about being an executive?

Thank you for all your time and answers. Are there any questions that you would like to ask me?

LEAVE Q.4. and CHECK OFFICE INVENTORY

- 1 Take no interest.
- 2 Take a little interest.
- 3 Take some interest.
- 4 Take a lot of interest.
- 5 Take full interest.

- 1 Schooling after 11.
- 2 Further education, if any.
- 3 First job.
- 4 Occupation at 30.
- 5 Occupation at 40.
- 6 Occupation at 50.
- 7 Occupation at retirement.

1. 2C

True

?

False

1

2

3

1	1000	-	1250
2	1251	-	1500
3	1501	-	1750
4	1751	-	2000
5	2001	-	2250
6	2251	-	2500
7	2501	-	2750
8	2751	-	3000
9	3001	-	3250
10	3251	-	3500
11	3501	-	3750
12	3751	-	4000
13	4001	-	4250
14	4251	-	4500
15	4501	-	4750
16	4751	-	5000
17	5001	-	5250
18	5251	-	5500
19	5501	-	5750
20	5751	-	6000