

A COMPLIANCE STUDY OF SECRETARIAL ROLES  
IN ORGANIZATIONS

by

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(ABSTRACT)

The compliance theory of Amitai Etzioni was employed as a base for the assessment of involvement and power to describe the role of the secretary in organizational administrative units. The majority of Certified Professional Secretaries reported their involvement as moral and the power exerted by their supervisors as normative. Moral involvement and normative power are congruent, and thus effectiveness is assumed.

Most of the correlates of the compliance theory further supported the described congruency of moral involvement and normative power. Those organizational elites who serve in supervisory roles with the Certified Professional Secretaries supported the moral involvement and normative power descriptions reported by the CPSs. In a majority of cases, noncertified secretaries in the administrative units also supported the congruency reported by the Certified Professional Secretaries.

The minority group of Certified Secretaries who reported moral involvement but remunerative power described incongruent situations. Much of the correlational data further described situations of disharmony in these incongruent units. However, the power and involvement reported by the supervisors and the noncertified secretaries in these units failed to support the incongruencies reported by the CPSs.

The defined role of the secretary morally involved and normatively controlled is a description of an entrenchment in a traditional role for a large group of workers who are hindered in their attempts to reach goals which are more supportive of their societal role and recent status attainments. The congruency of moral involvement and normative power is a natural and historically reinforced situation. Recent emphasis on professionalism for secretaries further reinforces the entrenchment. If a movement is to occur, it is most likely to be successful if initiated and powered from within with efforts which are directed against reinforcement of normative power and moral involvement and toward remunerative power and calculative involvement. Role and title changes for secretaries are suggested and educational training activities which give emphasis to calculative involvements and remunerative power control are recommended.

## DEDICATION

This work is dedicated

in loving memory to my grandmother,

(1889-1984), who provided the happiness of  
my past, and

in loving devotion to my wife,

, who provides the happiness of my present.

## ACKNOWLEDGMENTS

When undertaking an endeavor of such proportions as graduate study, a researcher must of necessity forgo even the remotest hope of successful goal attainment unless he is willing to accept immodestly the assistance of his instructors, advisers, peers, family, and friends. While there are many members of each of these groups to whom my appreciation is expressed, there are also some to whom I must more incisively affirm my profound gratitude.

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In totality, there is no greater sacrifice demanded from graduate research efforts than that from the researcher's spouse. I express my deepest appreciation to my wife, , for her loving support during this endeavor. If there is reward accruing from this attainment, it should be rightfully hers. Lacking certainty, the reward must be replaced; my love is gratefully expressed.

Max Hutchins, Fall, 1985

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## PREFACE

Those persons who are a part of or who have played a part, however minute, either in a starring or supporting role in the dynamic introduction of the Information Age have been forced to recognize the role of the secretary in the handling of information and to review past roles while attempting to predict future roles. To attempt to tie the past to the present and the future, an analytical description has been deemed a necessity. While subjective evaluation is quicker and easier and is often usable, an authoritative description is more solid; consequently, decisions and resulting movements and changes can be planned to effect results which are more beneficial to the role participants than efforts which are not given a direction which can bring predetermined, desirable results.

While the need for descriptive research is often recognized but less frequently undertaken, situations suggesting the need are so seldom overlooked as has been the need for data collection and suggestive implementations from studies of the organizational role of the secretary. An exhaustive attempt has been made to determine the most thorough means of role assessment so that the resulting conclusions and suggestions might be solidly based in theory

and research and as applicable to the needs of the study as is feasible.

While an attempt has been made to reach the maximum research expectations of others as well as the expectations of the researcher, deficiencies may be evident and the usefulness of the research may be correspondingly diminished. But let it be assured: The desire to contribute in some way to the improvement of the secretarial role has been attempted with full faith in the goodness of those who fill these role positions and in the decisions of those participants and those who train them to meet the challenge of the concluding implementations.

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CHAPTER I  
THE PROBLEM

## INTRODUCTION

During several of the years of the past decade, for the first time in American history, productivity has not only failed to improve but has actually declined. As we have moved from an agrarian society to an industrial society, and now as we enter the information age, continued productivity growth will focus with increasing directness on the activities of the office, an area of concern only recently recognized as contributing toward efforts of productivity goal achievement.

The productive capacity of the office has been assumed to be reflected in the contributions of an effective secretary-executive team. A determination of the broader contributions to productivity of the effective relationships of the executives with secretaries with whom they are associated in administrative offices was the objective of this research. The effectiveness of relationships was assessed through a comparison of the involvement of the secretary with the organizational office unit and the power exercised by the executive in the organizational office unit; the involvement and the power were either categorically congruent or incongruent. Congruency denoted effectiveness and suggested greater productivity; incongruency denoted

ineffectiveness and suggested less than optimal productivity. An analysis of the collected power/involvement data with obtained demographic information provided a basis for additional conclusions after consideration of related research variables (the researched correlates of compliance).

#### BACKGROUND

The secretarial role in organizations developed as administrative support services were needed to enable organizations to continue their primary goal activities. Consequently, in both theory and practice, secretarial positions have mostly been considered staff support positions. In earlier times, the secretarial role was an extension of the homemaker role, a subservient role; the secretary was responsible mainly for serving the executive, assisting him in meeting organizational and non-organizational commitments. In many cases, the secretary was important as the executive's status symbol; sometimes the production aspects of secretarial responsibility were of far lesser importance than the good image of the "decorative servant."<sup>1</sup> In effect, secretarial advancement was limited to the increasing importance of being a secretary to a higher, more powerful executive.

The requirements of both production and decision making which are incorporated into the routine activities of the secretary actually place the positions in between the

organizational roles of measurable and nonmeasurable discretionary responsibilities. The secretarial role is evolving into a new organizational position; if the processing of information is not yet controlled through a separate administrative services division of an organization on an equal footing with other divisions, at least the relationships between the secretaries and the principals or supervisors provide for a definition of the secretarial role in terms of the actual positions rather than the positions of the principals with whom the secretaries are associated.

Since women have traditionally filled secretarial job positions, the societal category in which they have been placed has been carried over into the organizational structure. Correspondingly, changes in the role of females in society have brought with them significant changes in the role of secretaries.

Analysis of organizational productivity and effectiveness has generally centered around the easily measured output per manhour. Achievement of organizational goals has often been determined by financial analysis, measure of growth, or simply through the attainment of stated objectives. In many cases these achievement determinations have given little or no consideration to lesser aspects of organizational life which may contribute to the final output of the organization. Only when these aspects can be easily

determined through measurement or when the attention which might be brought to the activities promises foreseeable improvements is significant attention given to their contribution.

Many aspects of organizational life which cannot be easily measured or for which the outcome is less predictably positive are quite often hypothesized to be beyond the worth of the time and effort necessary to measure them. In the productive activities of organizations where repetitive tasks are performed, measurement has been possible through relatively simple techniques of time and motion study. In many instances, standards have been predetermined for the workers to use as goals; often incentive pay is given to those workers who exceed the stated quotas or goals.

In organizational activities which require a great deal of decision making, measurement has been limited. It is very difficult to measure adequately the time, effort, and results of the mental processes involved in decision making. Still, organizational theory which developed over the past four or five decades has centered around managerial effectiveness. For organizational positions which combine measurable production activities and nonmeasurable decision making, very little has been accomplished in effecting the combination measurement of effectiveness and production.

Needs assessment studies have probably been the

closest attempts to determine effectiveness of personal contributions for nonmeasurable organizational activities. These assessments have arisen from the behavioral theories of management which give emphasis to personal needs. It is hypothesized that individual need satisfaction will encourage greater job satisfaction and directly increase effectiveness and productivity.<sup>2,3</sup> More recent theories have brought into focus the organizational aspects of the practical application of human relations, giving emphasis to individuals in the organizations and replacing the earlier stress on the operational aspects of the organization.

Although precise measurement is still not feasible, a collection of data on an organization might include genetic information, historical information, structural information, process data, and interpretative data on organizational functioning and attitudes and relationships.<sup>4</sup> These data would provide a basis for an organizational diagnosis; the inferences drawn by the analyzer from the collected information would serve as a basis for suggested applications of theories and concepts of organizational management. An overall organizational effectiveness measurement would still not have been obtained.

Through the determination of compliance, it is possible to analyze complex organizations, thereby determining and measuring their relative effectiveness

through comparisons with other organization compliance. Comparative determinations eliminate the need for predetermined measuring units.

Compliance is the relation "in which an actor behaves in accordance with a directive supported by another actor's power" and "the orientation of the subordinated actor to the power applied."<sup>5</sup> The comparison of organizations through the study of their compliance structures is an organizational analysis attempt "to study systematic differences" and add "specifics" to the already existing statements on the "universal" characteristics of organizations.<sup>6</sup> The study of organizations through a comparison of the compliance of their participants eliminates the tendency to force a "fit" to previously defined universal organizational models.<sup>7</sup>

Because of its twofold nature, compliance study combines "a structural and a motivational aspect: structural, since we are concerned with the kinds and distribution of power in organizations; motivational, since we are concerned with the differential commitments of actors to organizations (as units which exercise power over them.)"<sup>8</sup> This basis for organizational study brings together the organizational individuals and the organizational whole.

It is the congruence between the involvement and power control which provides for higher organizational

efficiency and participant satisfaction, and it may also suggest a forceful movement toward congruency when the congruence does not exist; this movement can alter the goals of the organization.<sup>9</sup>

Nine types of compliance are possible.<sup>10</sup> (See Table I-1 on page 9.)

A relationship is congruent when the kind of involvement that lower participants have because of other factors and the kind of involvement that tends to be generated by the predominant form of organizational power are the same.<sup>11</sup> Types 1, 5, and 9 represent congruency.

The basic hypothesis of compliance theory is:<sup>12</sup>

Congruent types are more effective than incongruent types. Organizations are under pressure to be effective. Hence, to the degree that the environment allows, **organizations tend to shift their compliance structure from incongruent to congruent types** and organizations which have congruent compliance structures tend to resist factors pushing them toward incongruent compliance structures.

Expanded research with compliance theory serving as a base indicates that compliance is related to many other organizational variables, including goals, effectiveness of organizational elites, consensus, communication, socialization, recruitment, selectivity, scope, pervasiveness, cohesion, charisma, complexity, formalization, organizational activities, organizational interdependence, external relations, change, and status and power.

TABLE I-1. COMPLIANCE CLASSIFICATIONS

KINDS OF POWER	KINDS OF INVOLVEMENT		
	<u>Alienative</u>	<u>Calculative</u>	<u>Moral</u>
Coercive	1	2	3
Remunerative	4	5	6
Normative	7	8	9

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Source: Amitai Etzioni, A Comparative Analysis of Complex Organizations (New York: The Free Press, 1975), p. 12.

Compliance studies have not been carried out in isolation without regard to the earlier and currently developing theories of organizational analysis; hypotheses of several studies provide linkage between compliance and distributive justice, exchange theory, the basic human needs concepts of Abraham Maslow and others, and prestige and esteem.

As the role of the secretary is impacted by the social movements from outside the organization and as these movements create a new status for women in society, a new force is created for changes in secretarial roles. Etzioni noted the aspect of the interrelationships of organizations and society in justifying the use of compliance theory in organizational studies:<sup>13</sup>

Organizations serve as collectivities within which the general problem of social order may be studied empirically. They constitute a "strategic site" for such a study because social order in modern society is based to a great extent upon interaction in and among organizations.

With the current concern directed toward effectiveness and productivity and the changing conditions of secretarial work, consideration needs to be given to the study of the contributions of administrative services units to overall organizational effectiveness. Further, such study should be multidimensional in nature but should accentuate neither the role of the secretary nor the power of the organization to the detriment of the other, still providing

some articulation between organizational structure and personal involvement in order to supply useful information on both the organizational aspect and the changing personal aspect of secretarial work. The present study is a compliance study of secretarial roles in administrative services units, subunits of organizations which, in turn, are societal subunits. The primary research data were collected to define the current status of secretaries in organizational administrative units, to compare the status classifications within the categories of a compliance classification scheme and the suggestion of organizational effectiveness, and to provide guidance in making recommendations for methodology in effecting changes in the status and image of secretarial employees. The paramount interest was in the congruence of the organizational power and the involvement of the secretaries with the organizations; from the determination of this congruency arose the equally significant themes of organizational unit effectiveness and the role of secretaries in organizations. Some consideration was given to demographic information where suppositions could be made linking data to organizational effectiveness and/or secretarial roles and professionalism. Relevant relationships of organizational variables with the compliance variable were explored where the collected information provided a suggestion of correlation.

## PURPOSE OF THE STUDY

The primary purposes of the study were to assess the compliance of secretaries in organizational administrative units and to examine the relationships between the compliance and selected demographic variables. Further, because of the twofold nature of compliance study, the collected data were intended to provide a structural analysis of organizational units to be used in recognizing the role of the secretary and the defined motivational relationships between the secretaries and the organizations which could have implications for secretarial role and title changes to suggest productivity and effectiveness gains.

The Etzioni compliance topology was the theoretical base for the organizational unit analysis and classifications. Previous research studies have employed the topology or aspects of the compliance basis to provide a foundation to support the structural analysis of organizations or divisions of organizations. The hypothesis of effectiveness or lack of effectiveness offered through the collection of compliance data has also been supported by previous research. Consideration for changes and the direction of the proposed changes in the secretarial position role and title are supported by the collected data through the motivational aspects of the compliance analysis. These aspects and those of the compliance correlates have been

researched previously, and their implications were applied cautiously to the collected data.

This research study was intended to serve as a preeminent part of the effectiveness determination of administrative organizational units and specifically to offer a contribution to the needed solution to the pressing problems of increasing office costs which are not being offset by increasing office productivity, of a greater demand for secretarial employees than the job market can supply, and of the need for an improved image for the secretary.

#### NEED FOR THE STUDY

As the administrative operations of organizations are impacted by the dynamics of current business operations, advancing technologies, and the developments of social movements, defined organizational roles become more important for the individual and the organization. A defined organizational role for the secretary which represents a consistency of organizational power conducive to productive employee involvement means a more effective organization.

Declining productivity, increasing information processing needs and new equipment to meet these needs, increasing office employment with decreasing output, changes in office personnel expectations, and the increasing demand for secretaries supported the need for a study which would tie together the suppositions of the secretarial role in the

organization, the administrative support contributions of the secretary to organizational effectiveness, and the dynamics of changes in the secretarial profession.

Primarily, the need for an empirical statement for change in secretarial roles elicited a recognition of the necessity for supportive data and resulted in an attempt to offer an inducement to both secretarial professionals and organizations to effect practical solutions to the problems of administrative support services:

Even with the increased number of people performing office-related work, neither increased productivity nor increased respect has been gained. Respect is not only lacking for the secretary from the principal; the secretaries do not view themselves with respect either.<sup>14</sup>

Although industrial productivity increased nearly 90 percent in the decade of the seventies, Louis Harris and Associates reported to Steelcase, Inc., that productivity in the office increased only about 4 percent. At the same time, though, office costs doubled.<sup>15</sup>

Researchers have found that office employees recently felt that their chances for advancement were lower than they had ever been.<sup>16</sup>

Openings for secretaries are predicted to be at least 305,000 per year until 1990; the United States Bureau of Labor Statistics has placed the secretarial occupation at

the top of the list of "Jobs with the Most Openings."<sup>17</sup> The total work force is expected to increase 18.5 percent while the total increase in secretarial employment will exceed that growth at a rate somewhere between 15 and 49.9 percent.<sup>18</sup>

During one recent five-year period, the overall labor force increased 10 percent while the secretarial labor force grew nearly 16 percent. The 1979 Handbook of Labor Statistics reported the compensation (salary) for work output as more than doubled since 1967 while the total output per paid hour increased only 18 percent. Considering the increase in employment, the difference is even greater. "Never before has it cost American businesses so much for so many workers to produce so little."<sup>19</sup>

The Census Bureau statistics continually indicate that the majority of secretaries are female.<sup>20</sup> With more than 99 percent of the secretarial labor force still female, the feminist movement of the greater social environment is a stronger impacting force with this group than with any other.

Secondarily, secretarial organizational role clarifications resulting from this study can provide a basis for redefined preparation for office employment and for career guidance in student occupational selections and job placement. Learning situations can reflect increased exposure and experience to the more clearly stated

relationships of the secretary and the organizational unit. To bridge the gap between the classroom and the world of work, the lessons of organizational role and behavior must reflect reality; the dimensions of involvement associated with secretarial roles of the past cannot be the exposure of professional office candidates in today's classrooms. The demands of today's administrative support role must be presented in the educational training of today's office education students. Students should be counseled and directed to jobs in organizational units with exercised power congruent with their proposed involvement. Incongruency will mean dissatisfaction and organizational ineffectiveness and will lead to defeat for the professional secretary seeking a career compatible with a chosen life-style and for the organization seeking to improve productivity in the office and effectiveness for the organization.

#### BASIC ASSUMPTIONS

In order to facilitate the use of organizational analysis and Etzioni's theory of compliance, the following assumptions have been made:

1. Although secretarial compliance within the organization structure may be more confounded than participant memberships in other types of organizational units, the use of organizational analysis is no less applicable and, in fact, is a superior means of empirical

determination than the more direct analysis methodologies such as individual needs assessment.

\*2. Congruent types are more effective than incongruent types.

\*3. Organizations are under pressure to be effective.

\*4. Organizations tend to shift their compliance structure from incongruent to congruent types.

\*5. Organizations which have congruent compliance structures tend to resist factors pushing them toward incongruent compliance structures.

In the preparation for collection of data, it was assumed that objectivity was maintained in the classification of questionnaire responses to the categories of secretarial involvement and organizational kinds of power as well as in the selection of experts to evaluate the classifications.

#### LIMITATIONS OF THE STUDY

The collection of data for this study was limited to informational input from principals and their associated secretaries in administrative organizational units where selected Certified Professional Secretaries work in North Carolina.

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\*Assumptions 2-5 are derived from Etzioni's work and are employed as component parts of the compliance theory which forms the basis for this research study.

In the absence of a defined universe of organizations (or subunits of organizations), the study was limited to secretaries in organizational units where specifically identified North Carolina Certified Professional Secretaries served as research data collection coordinators. These Certified Professional Secretaries were contacted and identified at regular local chapter meetings of Professional Secretaries International in selected locations in North Carolina.

The survey was made in a restricted time frame, from early 1984 through the summer of 1984. Therefore, the results represent assessments which may reflect the economic and business conditions of this time period.

Classification of secretarial involvement and organizational power was limited to the assessed possibilities using the prepared instruments without recourse to other information to support the classifications.

While the empirical research support of both the compliance theory and its correlates and the related statements of research authors and reviewers appear to be adequate and methodologically sound, no further data collection was attempted in support of or disagreement with the theories, suppositions, hypotheses, or results. However, the preliminary survey results, as well as the major survey results, do support the overall compliance theory.

## DEFINITIONS OF TERMS

The significant terms used in this study which require definitions to facilitate an understanding of the study and its results follow:

**Alienative commitment or alienative involvement:** an intense negative orientation towards the organization.<sup>21</sup>

**Calculative commitment or calculative involvement:** either a negative or positive orientation of low intensity.<sup>22</sup>

**Coercive power:** power which rests on the application, or the threat of application, of physical sanctions such as infliction of pain.<sup>23</sup>

**Compliance:** the acceptance of influence by an individual because of hopes to achieve a favorable reaction from another person or group.<sup>24</sup>

**Congruence:** the most effective combination of participant involvement and organizational power.

**Informal organization:** patterns of coordination among the members of a formal organization which are not called for by the rigid structure of the organization.<sup>25</sup>

**Involvement:** the cathectic-evaluative orientation of an actor to an object, characterized in terms of intensity and direction.<sup>26</sup>

**Moral commitment or moral involvement:** positive orientation of high intensity towards the organization.<sup>27</sup>

**Normative power:** power which rests on the

allocation and manipulation of symbolic rewards and deprivations.<sup>28</sup>

**Organizational effectiveness:** the degree to which an organization realizes its goals.<sup>29</sup>

**Organizational efficiency:** the measurement of the amount of resources used to produce a unit of output.<sup>30</sup>

**Organizations:** social units (or human groupings) deliberately constructed to seek specific goals.<sup>31</sup>

**Principal:** an individual within an organization who originates paperwork and requires secretarial support; an executive.<sup>32</sup>

**Power:** an actor's ability to induce or influence another actor to carry out his [her] directives or any other norms he [she] supports.<sup>33</sup>

**Remunerative power:** control over material resources and rewards.<sup>34</sup>

**Secretary:** an executive assistant who possesses a mastery of office skills, demonstrates the ability to assume responsibility without direct supervision, exercises initiative and judgment, and makes decisions within the scope of assigned authority.<sup>35</sup>

**Social organizations:** patterns of coordination that arise spontaneously or implicitly out of the interactions of people without involving rational coordination for the achievement of explicit common goals.<sup>36</sup>

## RESEARCH QUESTIONS

The following research questions were posed for the study's direction:

(1) What is the compliance classification of secretaries in North Carolina administrative organizational units as reported by the secretaries and by their principals?

(2) To what extent are there differences in the compliance classifications as reported by the secretaries and as reported by their principals?

(3) What is the extent of congruency across organizational units?

(4) What are the relationships between the compliance type and selected demographic variables of the organizational units and the demographic characteristics of secretaries in the administrative units?

## RESEARCH PROCEDURES

The following procedural guidelines were developed to organize the study:

## I. Preliminary Surveys

A. Development and employment of the preliminary research instrument, the "Graduate Secretarial Associate Survey."

1. Distribution to and completion of the instrument by employed secretaries, graduates of an associate program in secretarial science.

2. Report of the compiled data and use of the data in development of the major research instrument.

B. Development and employment of the compiled indicators of power and involvement to establish classifications.

1. Literature research to establish initial compilation of indicators.

2. Distribution to and classification of the indicators by selected panel members.
3. Report of compiled data and use of data in development of the major research instruments.

## II. Pilot Study

- A. Development and review of the major research instruments--the "Secretarial Associate Compliance Survey Instrument," "The CPS/Administrative Unit Demographic Profile Instrument," and the "Principal's Compliance Survey Instrument."
- B. Distribution to and completion of the major survey instruments and a verification instrument, the "Pilot Study Comparison Survey," by Certified Professional Secretaries present at a regular meeting of the Greenville, South Carolina, chapter of Professional Secretaries International.
- C. Secondary distribution of survey instruments by the CPSs to principals and other administrative unit secretaries.
- D. Collection and return of all instruments by the CPSs to the researcher. (See the "Procedures" lists in Appendix A, pages 310 and 312.)
- E. Review and revision of the instruments.

## III. Data Collection

- A. Distribution to and completion of the major research instruments by Certified Professional Secretaries present at regular meetings of North Carolina chapters of Professional Secretaries International.
- B. Secondary distribution of survey instruments by the CPSs to principals and other administrative unit secretaries.
- C. Collection and return of all instruments by the CPSs to the researcher. (See the "Procedures" lists in Appendix A, pages 310 and 312).

## IV. Data Analysis

Compilation and analysis of the data.

## PRESENTATION FORMAT

Chapter Two reviews the literature which has relevance to this study. Chapter Three details the methodology and design employed in the collection and analysis of the data. Chapter Four reports the research findings. Chapter Five summarizes the research findings, reports the conclusions drawn from the research findings, and suggests implications.

CHAPTER II  
RELATED LITERATURE

## OVERVIEW

In order to provide a broad base for the development of this study, a thorough review of related literature was necessary. The literature research was facilitated through direct and indirect reference referrals from indexes, catalogs, books, periodicals, reports, speeches, conference proceedings, and other research studies. Perusal of related literature often led to other applicable material. Computer searches were also employed in an attempt to locate and review all of the significant literature. An Educational Resources Information Center (ERIC) search was conducted to find related references in Abstracts of Instructional and Resource Materials (AIM/ARM) and Current Index to Journals in Education (CIJE). A search of the Index to Sociological Abstracts provided significant references. Additionally, the reading of professional literature in the fields of business, organizational studies, office training, and vocational and technical education formed the understructure for the review of the literature.

The review of the literature encompasses eight major topics:

- (1) Organizational Theories and Evaluation,
- (2) The Relationship of Organizational Research to Societal Problems,

- (3) Etzioni's Compliance Theory,
- (4) The Office as an Organizational Entity,
- (5) Productivity,
- (6) Women in the Work Force,
- (7) Secretarial Roles, and
- (8) Research Design and Methodology.

#### ORGANIZATIONAL THEORIES AND EVALUATION

The basic emphasis given to management research and applications from the beginning of the twentieth century brought the component parts of the organization together to form the supporting structure for organizational study in depth. As an established science, the study of management has given emphasis to all of the contributing aspects of the organization, to the leaders and the followers as well as to the functions and performance of groups and individual organizational members.

#### Historical Development

In the past generation, Waldo noted in 1968, organizational theory moved from the classical to the neoclassical to the modern. The classical theories centered around the mnemonic device POSDCORB, strongly emphasizing the management aspects of organizational relationships and identifying the seven functions of organizational management:<sup>37</sup>

P lanning  
 O rganizing  
 S taffing  
 D irecting  
 C  
 O ordinating  
 R eporting  
 B udgeting

The neoclassical phase of organizational theory included the beginnings of the "human relations" emphasis, a movement away from the structural, mechanical, and rational patterns of the previous classical theories. These newer theories were closely related to the developing studies of psychology, social psychology, and sociology. The neoclassical theory dates from the reports of Elton Mayo's Hawthorne studies of the 1920s.<sup>38</sup>

The modern period of organizational theory has brought us to the development of four categories of models:<sup>39</sup>

- (1) **Decision-making models.** Organizational members are decision makers and problem solvers.
- (2) **Systems models.** Organizations are entities that are independent and consist of parts that constitute mutually dependent variables; the interrelated parts compose a "totality."
- (3) **Bureaucracy models.** Organizations are viewed from the outside as hierarchical structures of authority with graded levels; jurisdictional areas are generally set by rule; there are methodical provisions for filling positions.
- (4) **Social-system models.** Organizations are social systems, functioning in and related to a total social field, with a primary orientation to the attainment of a specific goal.

The social-system models are primarily based on the Parsonian system of sociology.<sup>40</sup> Parsons has noted that "an organization, then, will have to be analyzed as the special type of social system organized about primacy of interest in the attainment of a particular type of system goal."<sup>41</sup> He concluded:<sup>42</sup>

Finally, the characteristics of the organization will be defined by the situation in which it has to operate, which will consist of the relations obtaining between it and the other specialized subsystems of the larger system of which it is a part. The latter can for most purposes be assumed to be a society.

As emphasis has declined in the industrial engineering and other process schools, the greater importance of the social aspects of organizational behavior have brought major attention to the study of motivation and organizational behavior. The scientific management theories of Taylor, Gilbreath, and Gantt are still applicable but are now mere essential bases and assumptions of starting points for other, more advanced, productivity considerations. Even the theories and resulting advancements of the classical studies of Henry Fayol, Max Weber, and Chester Barnard are seen as the givens in most organizational evaluations. And the findings of the human relations research are being applied as applicable aspects of the broader study of organizational behavior. The work of Whyte, Trist and Bamforth, Walker and Guest, Maslow, Herzberg, McGregor, Argyris, Likert, the Ohio

State Leadership Group, and the supporters of the contingency approach and the open-systems approach, while crossing wide areas of other study disciplines, are all now contributing components of organizational theory.

### Organizational Behavior Theories

From the viewpoint of its replacement of the potentially biased and fallible judgment of owners and managers with standard procedures in job design, wage administration, and employee evaluation, the human-engineering approach and the job-selection approach contributed to a consideration of both the employee's and the employer's needs. But Schien's evaluative comments offer restrictive concern:<sup>43</sup>

At the same time, the classical industrial-engineering model has proven to have serious limitations and has created some unanticipated consequences for the effective utilization of workers. The problems stem from still another assumption traditionally made in both the selection and industrial-engineering approach. This assumption is that the **relevant unit of analysis is the individual worker**. What both approaches have failed to recognize is that formal organizations tend to breed informal organizations with them, and that **in the informal organization, workers and managers are likely to establish relationships with each other which will influence the manner in which they carry out their jobs or fulfill their roles.**

An additional consequence of the job-selection and human-engineering approaches, according to Schien, is that the organization creates a certain image of itself in the mind of a new employee.<sup>44</sup> When the employee accepts this

image as reality and behaves accordingly, Chris Argyris<sup>45</sup> and Douglas McGregor<sup>46</sup> have supposed, the tendency to do only what the organization expects and nothing more means that the employee will attempt to find the lowest level of performance that the organization will tolerate and not go beyond that to expend energy in greater productivity or creativity. In fact, the excess energy lost here may be directed outside the organization or, in worse situations, in attempting to defeat the organization. The results, as Schein summarizes, are defeating for the organization.

The popularity of Maslow's Theory of the Hierarchy of Needs<sup>47</sup> and Herzberg's Theory of Motivators and Dissatisfiers<sup>48</sup> and McGregor's Theory X and Y<sup>49</sup> because of their direct applicability to behavioral management gave organizational study the dynamic nature it needed to gain prominence. Harrell has termed Likert's recognition of the individual employee as the key to motivational leadership the "situational theory of management." In attempting to determine effectiveness through a manager's performance, "it is salient to know the expectations and perceptions of the manager's superior, subordinates, and peers."<sup>50</sup>

The strong connection between management and organizational decision-making models was noted by Dice in his interpretation of all functions of management through the decision-making process. In the critique of decision making,

Dice concludes that most individuals who make decisions have approached their tasks with the idea to "satisfy" instead of to "optimize." His suggestions include (a) better systems of measurement, (b) the employment of models, and (c) greater exploration of alternatives and efforts to optimize.<sup>51</sup>

The idea of functions and dysfunctions existing as natural competitors within a structure was studied by Peter Blau. He points out that functioning in a bureaucratic structure differs from functioning in other social structures because of the unequivocal standards normally found in the bureaucratic structures.<sup>52</sup>

Katz and Kahn's discussion on power and authority centers on the motivation of role behavior. The reduction of human variability must occur even while basic human concepts are realized.<sup>53</sup>

There is a great deal of emphasis and importance given in organizational life to legitimate power. Certain types and channels of influence are legitimized, and certain relationships of legitimate power, or authority, are established between roles.<sup>54</sup>

#### Modern Organizational Theories-- The Critical Perspective

Shortly after World War II, Elton Mayo (who led the Hawthorne Studies) concluded that the contributions of the early behavioral scientists seemed to provide knowledge

without effecting changes in behavior.<sup>55</sup> Hersey and Blanchard support Mayo's contention and note the lack of financial support for the practical application of behavioral science findings by government, business, and other agencies.<sup>56</sup>

Hicks sees motivation as a necessary component of organizational administration. He notes that motivation can be either positive ("anxiety-reducing motivation") or negative (the "carrot approach"). The motivational approach often depends on the needs of the individual and the attitude of management. In all cases, though, Hicks explains, motivation should lead a group to work toward organizational goals so that each group member's individual goals can be provided for. Goal selection by individuals may center around cultural norms and values instilled in the maturing individual, inherited biological capacities (both mental and physical), a backlog of personal experiences and learning influences, and mobility in the physical and social environment.<sup>57</sup>

McGregor's development of the Theories of X and Y was an attempt to explain individual motivational differences. Management concluded that the average human being was permanently arrested in his development in early adolescence and that the Theory X employee should therefore be treated as a child, not as an adult. Theory Y, however,

proposed that behavior of the X nature was not natural human behavior but learned behavior, usually learned within the organization itself. Theory Y emphasized the job as the major place for need satisfaction.<sup>58</sup> The development of Theory Z has, to some degree at least, proposed the inadequacy of Theory X and Y, as have the suppositions of the more recent Theory W.<sup>59</sup>

Myers differentiated between the "maintenance seeker"--receiving little satisfaction from accomplishments--and the "motivation seeker"--receiving gratification from his accomplishments. He gave emphasis to the idea that behavior which seeks to satisfy individual objectives is compatible with and helps to accomplish organizational objectives.<sup>60</sup>

Hersey and Blanchard visualize behavior as basically goal-oriented even though the goal or activity may not be consciously known. In most cases, the behavior is a series of activities. To predict behavior, managers must know which motives or needs of people evoke a certain action at a particular time. Motives may be needs, wants, drives, or impulses. Needs with the greatest strength lead to activities. Motives tend to decrease in strength if satisfied or blocked from satisfaction. With blocked needs, coping behavior may give way to a substitution of goals that can satisfy the needs. Blocked motives and continually unsuccessful attempts to reach goals may result in a change

from rational coping behavior to irrational coping behavior.<sup>61</sup>

Cognitive dissonance may cause frustration when a goal is blocked because of a difference in an individual's perception of himself and his environment. Often, an imaginary barrier, not a real barrier, may lead from irrational coping behavior to aggressive behavior--rationalization, egression, fixation, and resignation.<sup>62</sup>

The Brown Technique, as well as Management by Objectives (MBO) and PPBS (Planning, Programming, Budgeting System), give consideration to objectives.

The modern organization now recognizes that, along with their expectations from employees, the employees also expect the organization to behave in certain ways. Levinson has called the working out of a psychological contract between the organization and the employee reciprocation. From the organization, the employee expects certain things--such as adequate payment for work, status, and job security--and the employee reciprocates with an effective offering of hard work and a good job. When the psychological contract is broken, either the organization or the worker resorts to some type of enforcement.<sup>63</sup> (Ultimately, this enforcement may be dismissal or resignation, as is proposed in the concepts of the triangles of freedom from the work of Tannenbaum and Schmidt.<sup>64</sup>)

Social-System Organizational Theories  
and Related Constructs

Organizational behavior became a field of study, building on the foundations of psychology, sociology, and anthropology. Throughout its initial and continuing development, the field has paralleled changes in societal thoughts, values, and the environment.<sup>65</sup> The premise that the organization is an interacting part of the total society (social environment) is a central theme. In effect, the social thought, values, and environment are reflected through the behavior of organizational members. The assessment is that "if we can anticipate future changes in systems of thought, values, and the environment, we can anticipate some of the changes that may occur in organizational behavior."<sup>66</sup>

The compliance theory is supported in the studies of organizational goals which utilize an effectiveness model (defining effective interrelationships of the elements of a system) as opposed to a survival or feasibility model (delineating requirements which allow a system to exist.)<sup>67</sup> The Barnard-Simon organizational theory is based on a survival model, as March and Simon have noted.<sup>68</sup>

Etzioni concludes that, if one accepts the definition that organizations are social units oriented to the realization of specific goals, it follows that the application of an effectiveness model is especially appropriate for the study of this type of social unit.<sup>69</sup>

The approach to organizational studies as systems is questioned by Silverman but finally endorsed on the conclusion that organizations display a pattern of social relationships which permit the organization to possess characteristics of people.<sup>70</sup> Seashore and Yuchtman,<sup>71</sup> referring to Parsons,<sup>72</sup> also support the systems approach. Finally, the system model for organizational study is supported in the research of Georgopoulos,<sup>73</sup> Georgiou,<sup>74</sup> and Baker and Schulberg.<sup>75</sup>

The Bales-Parsonian studies employed the four-phases model whereby every social system is seen through its confrontation with four basic functional problems.<sup>76</sup> The empirical applications of this model were applied to the compliance theory in the Iowa State Studies,<sup>77</sup> the Sampson research,<sup>78</sup> and the work of Mulford, Klonglan, and Warren.<sup>79</sup>

Etzioni describes the compliance theory as a mobilized system model. In distinction, the goal model, he notes, passes for neutral, not seeming to take a position for the researcher; the pure system models provide for study of the organizational community, its level of integration or conflict and internal contradiction, without assuming any purpose or guideability. On the other hand, the mobilized system models "call for the observer to judge where the organization, as a system, is headed and how effectively it is progressing toward the realization of its goals."<sup>80</sup>

Alone, the goal approach invites criticism from an unrealistic, ideal criteria.<sup>81</sup>

THE RELATIONSHIP OF ORGANIZATIONAL RESEARCH  
TO SOCIETAL PROBLEMS--SUITABILITY FOR THIS RESEARCH STUDY

As his first and most emphatic reason for the development of a science of man in organizations, Pugh is simple and direct: The bureaucratic organization is an established and dominant institution which exists in a society which exerts pressure on it, thus making it a mediating organism between society and the resultant achievement of goals, the higher standard of living, the longer expectation of life, and so forth.<sup>82</sup> Neither this central role of the formal organization in society nor the importance of societal influences on the organization was overlooked in the development of Etzioni's Compliance Theory. Because of these inclusions, Compliance Theory is ideally suited as a base for study of the secretarial role in organizations, so dynamically being impacted by the women's movement in our society at large and by advancing technologies.

While Pugh has very clearly stated that the continuing research will lead to substantial improvement in organizational performance, which in turn will be accompanied by better physical and mental health and greater satisfaction of organizational members, he also expresses a profound hope

that the application of organizational research can be employed in dealing with the difficult and serious problems of society. He notes, however, the difficulty of researching these serious problems.<sup>83</sup> Consequently, he suggests that "on these kinds of problems, much faster progress can be made in the discovery and testing of new, more workable solutions if a relevant general theory or model can be applied and tested."<sup>84</sup>

Because of the great need for organizational research which may offer contributions to societal needs, even fragmentary and relatively unreliable data should be used in evaluating an overall theory and the strategies based on it to enable a confirmation of the theory.<sup>85</sup> Pugh expressed his opinion that organizational research in business firms can be relevant to a broader organizational theory with implications for solutions to societal problems.<sup>86</sup>

In contrasting modern organizational study and earlier traditional concerns, Schien points out the underlying assumptions of the newer development: "Unless . . . personal growth takes place, the organization will not be prepared to cope effectively with an unpredictably changing external environment. . . . Intergroup collaboration will be related both to over-all organizational effectiveness and to individual productivity and morale."<sup>87</sup>

Argyris criticized the failure of many researchers and writers in too often separating the basic components of the organization--the formal structure and the individuals within the organization.<sup>88</sup>

Schein has proposed that Etzioni's scheme for a classification of organizations is ideal for describing the psychological contract which develops between an employee and an organization (Levinson's reciprocity concept.<sup>89</sup>) The predominant types of organizations (alienative-coercive, calculative-utilitarian, and moral-normative) ". . . have workable and 'just' psychological contracts with their members. What they get in the way of involvement is in line with what they give in the way of rewards and the kind of authority they use."<sup>90</sup> Maintaining that the typology provides a perspective for an overall view of the general movement of psychological involvements, Schein explains:<sup>91</sup>

Particularly in the development of business and industry, we have witnessed the movement from coercive companies, which could force labor to do what they wanted because of the scarcity of jobs and low standard of living in society, to companies that are concerned about providing adequate economic rewards, job security, and many other kinds of benefits to their employees. The growth of unions and collective bargaining has promoted the utilitarian, rational-legal type of contractual relationship between management and labor.

As business and industry have become more complex and more dependent on high-quality performance from both managers and workers, a trend has begun toward making the psychological contract more utilitarian-normative. By this I mean that

companies are seeking to establish new kinds of relationships with their members. These new relationships to some degree abandon utilitarian conceptions in favor of normative ones.

Schein sees these movements, now cumulating in more utilitarian-normative relationships, as a redefinition of the basic contract between workers and organizations. At a psychological level, he points out, a redefinition involves a change in the basic assumptions about the fundamental nature of man himself; these assumptions are historically philosophical in nature and are represented by major managerial/supervisory approaches.

Etzioni's compliance theory approach provides for a linkage between the manager/elite and the employee/lower participant beyond the blueprint of the organizational hierarchy. The relationship of the informal organization and the influence of role activities are not excluded when the empirical research is directed through the organizational participants to the organization itself.

#### ETZIONI'S COMPLIANCE THEORY

The compliance theory as a basis for organizational study brings together the organizational individuals and the organizational whole. It is the congruence between the involvement and power control which provides for higher organizational efficiency and participant satisfaction, and it may also suggest a forceful movement toward congruence

when the congruence does not exist; this movement can alter the goals of the organization.

### Development and Purpose

The typology of compliance relationships differs from other approaches to organizational control. Earlier studies had emphasized authority, termed legitimate power. Etzioni maintains that the compliance theory gives consideration to both legitimate and nonlegitimate sources of control. The typology gives emphasis to the nature of the sanctions (physical, material, or symbolic) on which power is based. The three types of power--coercive, remunerative, and normative--may be seen as legitimate, but they differ in the likelihood that they will be seen as such.<sup>92</sup> Etzioni's typology also provides for emphasis on commitment that is "generated not merely by directives which are considered legitimate but also by those which are in line with the internalized needs of the subordinate."<sup>93</sup> His clarification on this point is a major consideration for the use of the compliance theory in this study:<sup>94</sup>

Involvement is positive if the line of action directed is conceived by the subordinate as both legitimate and gratifying. It is negative when the power is not granted legitimacy and when it frustrates the subordinate. Involvement is intermediate when either legitimation or gratification is lacking. Thus the study of involvement, and hence that of compliance, differs from the study of authority by taking into account the effects of the cathetic as well as the evaluative impact of directives on the orientation of lower participants.

Compliance patterns were selected for the typology theory because of their positions as central elements of organizational structure. The three kinds of power (coercive, remunerative, and normative) interact with the three kinds of involvement (alienative, calculative, and moral) to provide for a possible nine types of compliance. Three of the nine types of compliance represent effective interaction and are empirically much more frequent. (See Table II-1, page 43.) The three types of effective interaction are the congruent types, Cells 1, 5, and 9.<sup>95</sup> From Cell 1, the congruence is termed coercive compliance; from Cell 5, the congruence is called utilitarian compliance; from Cell 9, the congruence is referred to as normative compliance.<sup>96</sup>

The compliance theory focuses on the compliance structure of lower participants for two reasons:<sup>97</sup>

- (1) Lower participant compliance is more problematic than that of higher participants, and
- (2) Organizations can be most fruitfully distinguished from each other at the lower level.

The compliance theory emphasis on control is given justification by Etzioni:<sup>98</sup>

Nowhere is the strain between the organization's needs and the participant's needs--between effectiveness, efficiency, and satisfaction--more evident than in the area of organizational control.

TABLE II-1. COMPLIANCE CLASSIFICATIONS

KINDS OF POWER	KINDS OF INVOLVEMENT		
	<u>Alienative</u>	<u>Calculative</u>	<u>Moral</u>
Coercive	1	2	3
Remunerative	4	5	6
Normative	7	8	9

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Source: Amitai Etzioni, A Comparative Analysis of Complex Organizations (New York: The Free Press, 1975), p. 12.

In part, the two sets of needs support each other. . . . To the degree that the two sets of needs are compatible, little control is necessary. The participants will tend to do what is best for the organization in order to gratify their own needs, and the organization in seeking to serve its needs will serve theirs. But such meshing of needs is never complete, and is usually quite incomplete. . . . Hence deliberate efforts have to be made by the organization to reward those who conform to its regulations and orders and to penalize those who do not.

The power of the elites is differentiated through the means employed to influence the compliance of the lower participants.<sup>99</sup> These means are physical, material, or symbolic--coercive, remunerative, or normative.<sup>100</sup> Etzioni maintains that only one means of power is normally emphasized in an organizational unit because "when two kinds of power are emphasized at the same time, over the same subject group, they tend to neutralize each other."<sup>101</sup> The power variable includes (1) the directives the organization issues, (2) the sanctions by which it supports its directives, and (3) the persons who are in power positions.<sup>102</sup>

The component variable of the compliance typology is involvement, the negative or positive cathectic-evaluative orientation of the organizational participant; the intensity of the involvement is either high or low.<sup>103</sup> Alienative (high negative), calculative (mild negative or mild positive), and moral (high positive) involvements are identified along a continuum.<sup>104</sup>

Both primary and secondary compliance can be

identified. Etzioni has conceded that dual compliance structures exist, that there are organizations in which no single compliance pattern is predominant. In deference to his major hypothesis that organizations tend to shift from incongruent to congruent compliance and to resist any force pushing them toward incongruency, he maintains that these dual compliance structures result "in some waste of power resources through neutralization, and some loss of involvement because of the ambivalence of lower participants exposed to conflicting expectations (concerning their involvement) associated with the various types of power."<sup>105</sup> Etzioni's example is the dual compliance of participants expected to be calculatively and morally committed at the same time. He concludes: "We would therefore expect organizations with dual compliance structures either to be ineffective or to develop special power resources."<sup>106</sup>

For comparative purposes, compliance was selected as a base for the Etzioni theory to meet two specific criteria: (1) The variable should be one of a set of related variables--that is, part of a theory, and (2) the theory should lead to statements which are significant for the problems of the researcher with relevance to the problem of social order.<sup>107</sup>

Beyond organizational comparisons, compliance theory is useful for the relationships which can be described

from the correlations of the determined compliance types and other organizational variables.<sup>108</sup>

Organizations which differ in their compliance structure tend also to differ in the goals they pursue; in the kind, location, power, and interaction of their elites; in the level and kinds of consensus attained and in the communications and socialization employed to attain it; in recruitment, scope and pervasiveness; and in the distribution and control of charismatic participants.

Etzioni gives attention to differences in suborganizations: "The significance of the relationship between means of controls used and the participants' orientation to the organization is high-lighted when different divisions of the same organization are compared."<sup>109</sup> Special emphasis is given in pointing out that different subunits of the same organization "may display quite different patterns of behavior, as measured by numerous indicators, if their compliance bases are different--if, for example, one section is more alienating or committing than another."<sup>110</sup>

In reviewing Etzioni's basis for classifying organizations, Schein rephrases the categorical descriptions:<sup>111</sup>

He [Etzioni] distinguishes three types of organizations on the basis of (1) whether they exert pure coercive power, (2) whether they attempt to elicit involvement through the exchange of economic rewards for membership and performance based on rational-legal authority, or (3) whether they attempt to elicit involvement primarily on the

basis of normative rewards, where membership or the opportunity to perform a function is intrinsically valued.

And the involvement of organizational members is described by Schein<sup>112</sup> as:

- (1) Alienative, which means that the person is not psychologically involved but is coerced to remain as a member;
- (2) Calculative, which means that the person is involved to the extent of doing a "fair day's work for a fair day's pay"; and
- (3) Moral, which means that the person intrinsically values the mission of the organization and his job within it and performs it primarily because he values it.

Etzioni's tentative classification of organizations is presented in Table II-2 on pages 48 and 49. This preliminary classification, as Etzioni admits, is limited due to the lack of information available on compliance structures. Additionally, the classification of all organizations is impossible from sheer number considerations.<sup>113</sup>

The differences of lower participant involvement in utilitarian organizations were recognized during the tentative classification stage of the development of the compliance theory. Blue-collar workers, white-collar employees, and professionals are all lower participants in various kinds of utilitarian organizations. The compliance, therefore, cannot necessarily be determined from the organization label.<sup>114</sup>

TABLE II-2. CLASSIFICATION SUMMARY

1. Predominantly coercive

Concentration camps  
 Prisons (most)  
 Correctional "institutions" (large majority)  
 Custodial mental hospitals  
 Prisoner-of-war camps  
 Relocation centers  
 Coercive unions  
 Place in category undetermined: Forced-labor camps

2. Predominantly utilitarian

Blue-collar industries and blue-collar divisions in other industries  
 White-collar industries and white-collar divisions in other industries (normative compliance is a secondary pattern)  
 Business unions (normative compliance is a secondary pattern)  
 Farmers' organizations (normative compliance is a secondary pattern)  
 Peacetime military organizations (coercive compliance is a secondary pattern)

3. Predominantly normative

Religious organizations (including churches, orders, monasteries, convents)  
 Ideological political organizations  
 General hospitals  
 Colleges and universities  
 Social unions  
 Voluntary associations  
   (a) fraternal associations (high social compliance)  
   (b) fund-raising and action associations (high social plus secondary emphasis on pure normative compliance)  
 Schools (coercion in varying degrees is the secondary pattern)  
 Therapeutic mental hospitals (coercion is the secondary pattern)

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Source: Amitai Etzioni, A Comparative Analysis of Complex Organizations (New York: The Free Press, 1975), pp. 66-67.

## TABLE II-2 (Continued). CLASSIFICATION SUMMARY

Professional organizations (including research organizations, law firms, newspapers, planning firms, etc.; utilitarian compliance is the secondary pattern)  
Place in category undetermined: "Core" organizations of social movements

4. Dual structures

Normative-coercive: Combat units

Utilitarian-normative: Majority of unions

Utilitarian-coercive: Some early industries, some farms, company towns, and ships

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Source: Amitai Etzioni, A Comparative Analysis of Complex Organizations (New York: The Free Press, 1975, pp. 66-67.

Statements made about one category of industry also hold, though to a lesser degree, for employees of the same type in subdivisions of other categories of organizations. Thus, statements about white-collar industries apply to office employees in factories; statements about professional organizations are also true for professional divisions in blue-collar industries; . . . and statements about blue-collar industries hold for janitors in a university.

Etzioni's explanation for the "lesser degree" is of paramount importance: "The compliance of an organizational subdivision is affected not only by the type of work--manual, clerical, or professional--done by the subunit's employees, but also by the compliance pattern in the rest of the organization."<sup>115</sup> The performance of blue-collar work by hospital attendants, for example, in the normative hospital setting means that they are the most remunerative, least normative group of the hospital staff; yet they are more normative than blue-collar workers in the more industrial settings. The evidence in support of their more normative involvement includes a moral commitment to the health of the patients, efforts to develop a professional self-image, comparatively high job satisfaction, and lower wages.<sup>116</sup>

In both white-collar and blue-collar industries, remunerative power constitutes the predominant source of control, but it is less pronounced in the white-collar industries. In professional organizations, it constitutes an important but secondary power; normative power is primarily in the professional organization. In white-collar

industries, normative control is important but secondary to the remunerative power.<sup>117</sup>

Unskilled industrial workers are expected to be subject to remunerative controls. Skilled workers are relatively more affected by normative controls.<sup>118</sup>

In a similar comparison, Etzioni has presented a breakdown of the white-collar employees.<sup>119</sup> Lower-ranking personnel such as salesgirls, clerks, and tellers are controlled by more utilitarian power than the somewhat higher-ranking personnel such as supervisory clerks or private secretaries, who have closer contact with management and who are controlled by less but still predominantly utilitarian means.<sup>120</sup>

A comparison of typists in a large "pool" and single secretaries attached to "their" executive may illustrate the difference. Female workers, who constitute a large proportion of the lower-ranking white-collar employees, seem to be relatively more given to normative compliance than male white-collar employees.

The classification of white-collar workers as professionals (normatively controlled) or semi-professionals (less normatively controlled) was developed at further length by colleagues and compiled by Etzioni in 1969.<sup>121</sup> The case for the study of three semi-professions--teaching, nursing, and social work--is forged in the connections of similar memberships in organizations, a major demographic variable of social importance (participants who are predominantly

female), and conflict analysis arising from the incompatibility of normative principles and cultural values of professions, organizations, and female employment. The work is prefaced with an analysis:<sup>122</sup>

As we see it, a significant segment of the semi-professions aspire to a full-fledged professional status and sustain a professional self-image, despite the fact that they themselves are often aware that they do not deserve such a status, and despite the fact that they objectively do not qualify for [various] reasons . . . . One reason, it seems, they aspire to professional status is because the only alternative status is that of the non-professional employee, specifically the white collar and blue collar workers. Unable to find a niche between these white collar statuses and the professions, and not wishing to be identified with the lower-status group, they cling to the higher aspiration of being a full professional.

Etzioni surmises conflict situations in several areas, including guilt, rejection, societal limitations, and the splitting of groups--those who are closer from those who are less able to climb over the "passing" mark.<sup>123</sup>

The line separating the professional from the semi-professional is murky, yet the parties involved seem to recognize each other as professional or semi-professional.<sup>124</sup> But in the dynamic perspective, Goode writes, "yesterday's non-professionals may be tomorrow's professionals."<sup>125</sup>

The problems of the semi-professionals are, in part, socially induced:<sup>126</sup>

Part of the problem is due to the fact that the typical professional is a male where the typical semi-professional is a female. Despite the effects

of emancipation, women on the average are more amenable to administrative control than men. It seems that on the average, women are also less conscious of organizational status and more submissive in this context than men. They also, on the average, have fewer years of higher education than men, and their acceptance into the . . . profession is sharply limited. It is difficult to determine if the semi-professional organizations have taken the form they have because of the high percentage of female employees or if they recruit females because of organizational reasons; in all likelihood these factors support each other.

Scott saw the number of professional skills encountered in a bureaucratic role as a major contribution to the creation of diffuse relationships. In turn, the broadness of the professional responsibilities and competencies in such contributory roles presents questions of classification of the knowledges and skills and the source of these skills and knowledges which might define the professional status.<sup>127</sup> These two major uncertainties are prominent characteristics of secretarial organization roles and support the assumptions of secretarial skills and knowledges as general and as acquisitions resulting from minimum specialized training and effort and as natural outgrowths of the traditional female role.

While professional organizations utilize mainly normative controls, utilitarian means are more likely to be found in the professional organization than in any other normative organization. The likeness to white-collar industries is evident, but differentiation is possible:

"Whereas in professional organizations normative compliance predominates, with utilitarian compliance a close second, in white-collar industries the reverse is true."<sup>128</sup>

The levels at which the professionals are employed in the organization may result in differing compliance classifications. But organizations with dual structures--a "production" unit and a "creative" unit--in which coordination of work activities is required may present lesser differences in compliance than organizations with professionals at different levels.<sup>129</sup>

The control of professionals is based on "prolonged and careful selection, and socialization in universities and professional schools or on the job."<sup>130</sup> Consequently, norms are highly internalized and informal controls and symbolic sanctions are therefore highly effective. Sanctions are limited since the professional code of ethics and the professional association present formalized social powers which are supported through the social bonds of the professional community.

#### Analytical Employment and Empirical Support

Julian studied the compliance structure of five hospitals through interviews and questionnaires, submitting patients (lower participants) to an opportunity to respond to staff sanctions. Julian's study gave support to the

proposition that organizations have one dominant involvement type. In part, he also gave support to the hypothesis that there is a positive correlation between the degree of power and the degree of involvement.<sup>131</sup>

Franklin found that the six organizations he studied relied more on utilitarian than normative power and that the "power-mix" scores he obtained to classify the control were reinforced by rankings on a "Perceived Closeness of Supervision" scale. Franklin also found that the organizations he studied did not all fall into the predicted compliance structure categories.<sup>132</sup> Etzioni notes this importance: "The point is, once the power structure is empirically established, it and not the organization's title 'predicts' the involvement of the participants, and vice-versa, involvement and not titles 'predicts' power."<sup>133</sup>

Smith conducted an ex post facto analysis of data for a dual organization, an infantry basic-training unit. Chi-square statistical analysis provided a means of determining the relationships between the two kinds of power.<sup>134</sup>

The more extensive study of Mitzner of fifty-two different organizations with sixty-three distinct units supported the Etzioni classification scheme. In comparing the prestige scores that employees grant various organizational roles with the official prestige rankings

given to the same roles in the organizational charts, groups of employees in coercive organizations had the smallest proportions of significant positive correlations, employees in utilitarian organizations had a higher proportion, and those employees in normative organizations had the highest proportion of positive correlations.<sup>135</sup>

Miller studied suborganizations and found that a more negative involvement correlated with more utilitarian incentives and a more directive control. He also verified the proposition that subdivisions offer contrasting control powers when he found a significant difference in alienation between two organizational groups.<sup>136</sup>

Ingham used Etzioni's compliance model in the comparison of adult education units. The analysis of the two examples is presented as evidence that the model is a valid one "since the predictions made on the basis of the model were supported by the data."<sup>137</sup>

Using a secondary analysis of data, Hodgkins and Herriott supported the hypothesis that "a strong normative teacher compliance in the lower age-grade levels gradually becomes increasingly utilitarian at the higher age-grade levels."<sup>138</sup>

Gamson used the compliance theory model to compare performance and personalism in student-faculty relations for a group of natural science faculty and a group of social

science faculty. Her research supports the ability of the model to differentiate subgroup involvement.<sup>139</sup>

Bigelow and Driscoll tested the compliance core thesis by comparing the involvement and the power of different groups of inmates with varying degrees of coercive control experiences. The predictive linear direction of correlation proved statistically significant.<sup>140</sup>

Randall's research data found involvement with differing degrees of power control predictable with two out of three alienation measurements. He compared military draftees with seniors in high schools and, of course, found the draftees significantly more alienated than the seniors. The draftees reported stronger negative reactions to military officer careers and to the military officers themselves.<sup>141</sup>

In a hostile attempt to disprove the compliance theory, Hudson included a test of the relationship of power and involvement in a check to determine if an alternative theorem could better predict statuses of 482 persons who terminated their employment from the Department of Public Aid in Chicago. An analysis of variance (ANOVA) found utilitarian power predominant, and a multiple-regression analysis revealed that 28.63 percent of the involvement variance was accounted for by the three types of power. In comparing the use of power (of the compliance theory) and the use of influence (of the alternative theorem he tested),

Hudson found that the power typology consistently displayed more explanatory power than the influence model did.<sup>142</sup>

Hudson's research also addressed the vital concern of the unilinear or curvilinear relationship between the applied control and the involvement. The significance of this determination was addressed by Etzioni:<sup>143</sup>

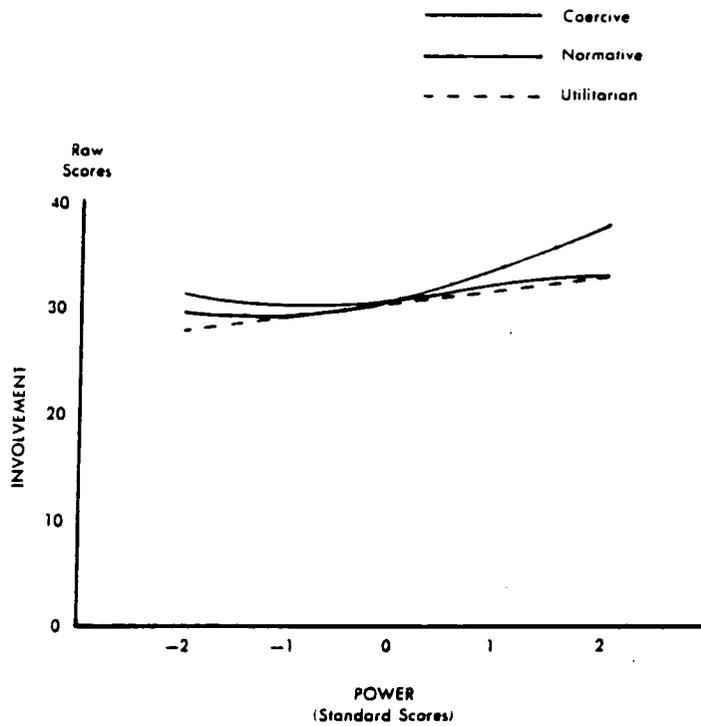
The question is far from a merely technical one. The substantive issue is: Does the control power of ever-higher utilitarian rewards have a declining marginal utility, so that as people get sated, their desire for other rewards increases, especially normative ones, or--at least under the conditions of our society--do people have a practically unlimited appetite for utilitarian rewards? Regarding normative power, will movement from very little to "somewhat" yield as much involvement as movement from "somewhat" to higher values, despite the fact that the basic positive relation is lacking? And, once force is used, will more force generate a declining or a rising effect?

The graphic presentation of Figure II-1 on page 59 summarizes these findings:<sup>144</sup>

1. Units of normative power have greater effect when they are added to an existing pile than when there are few. . . . This suggests that, at least before very high scores are reached, the marginal utility of normative power is not declining but rising. . . .
2. Utilitarian power, unlike normative, relates in a unilinear manner. . . . To put it simply, even the most rewarded . . . workers are not so highly rewarded that an increase will have less effect on them than on the less well-paid ones.

The collected data of Greene and Organ support the compliance theory assumption that compliance in white-collar industries is predominantly utilitarian in nature, with

FIGURE II-1. RELATIONSHIP BETWEEN CONTROL AND INVOLVEMENT



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Source: Walter W. Hudson, "Commitment and Alienation in a Public Welfare Agency" (Doctoral dissertation, The University of Chicago, 1973), p. 115.

normative compliance a secondary pattern. The researchers explain this as a starting point for a theoretical explanation:<sup>145</sup>

If normative compliance is interpreted as intrinsically satisfying, and utilitarian compliance as being satisfying indirectly through its connection with performance evaluation and other rewards, then the findings here seem quite consistent with his [Etzioni's] predictions.

Hall, Haas, and Johnson tested the compliance theory against the Blau-Scott typology; they correlated on a highly significant statistical level (.001). The compliance typology was supported in the intratheoretical analysis.<sup>146</sup>

Further research has given the compliance basis support in the application of its variables. Etzioni includes much of this research in his listings.<sup>147</sup> Additionally, strong support is given the theory in the employment of the correlates in analytical research.

### Correlates

Schein has grouped the problems which arise in organizations into four categories:<sup>148</sup>

1. Problems of recruiting, selecting, training, and allocating human resources;
2. Problems deriving from the psychological contract between the individual and the organization, involving the nature of authority within the organization and the nature of the influence which the individual can exert on the organization;
3. Problems of integrating the various units of a

complex organization, which means to a large extent the improvement of communication and relations among the various informal organizations which arise in the formal structure;

4. Problems stemming from the needs of the organization to survive, grow, and develop the capacity to adapt to and manage change in a rapidly changing world.

Etzioni addressed these problems in his theory of complex organizations, either directly through his major premise or indirectly through the related correlates. The correlates are given consideration in two dimensions:<sup>149</sup>

1. as indicators of employee involvement and/or organizational power, and
2. as extended or expanded descriptors of compliance relationships, sometimes, but not exhaustively, indicating cause and effect relations.

The authority which Schein saw as the means through which a psychological contract between an individual and an organization could be implemented by the organization differs from the pure power of force. Authority involves consent and depends upon the basis of the legitimacy of the authority. Etzioni has determined that this authority is either remunerative or normative; the pure power of force or the threat of such force is the coercive power of the compliance theory.<sup>150</sup>

The power of the worker to fulfill his side of the psychological contract is centered in the influence he can bring to the organizational situation. Thus, the involvement

of the worker in the organization is contrasted with the authority which the organization uses to enforce its contract commitments.<sup>151</sup>

Etzioni maintains that alienation, even though sometimes without manifested signs, is at least present wherever power is exercised. Power is used to overcome resistance but in such a use in turn generates resistance. Alienation is thus correlated with the use of power since it increases when power is exercised.<sup>152</sup> There is an indication, then, that the dilemma forces a congruence of the type of power and the type of involvement.

From the study of the involvement of lower participants in organizational collectivities and subcollectivities and the predominant power exercised in the organization or organizational subcollectivity, compliance is determined. The organizational compliance structure, in turn, can direct attention to other aspects of organizational effectiveness. Etzioni maintains that, from the compliance relationship determined by the power exerted by the elite of the organization and by the involvement of the organizational participants, a correlation can be found with the form of the organization's power structure. When the power is derived from the position in the organization, the elite actor is called an "officer"; a "leader" is the elite organizational actor whose normative power is derived from personal

characteristics. Finally, when both position and personal aspects of power are used, the elite actor is a "formal leader." The "informal leader" has personal power, only without the official power of an organizational leadership position.<sup>153</sup> (This typology of elites is shown as Table II-3, page 64.)

Organizational activities have been grouped into two categories, instrumental and expressive, by Parsons.<sup>154</sup> The instrumental activities address the functional problem of (a) input and (b) allocation. The expressive activities address the functional problems of (a) social integration and (b) normative integration.<sup>155</sup> It is supposed that different elite role expectations and characteristics are needed for power control of the two differing activities, the instrumental and the expressive, since Bales found that the control positions of the two systems tend to become segregated in the sense that different actors tend to hold them.<sup>156</sup> Cooperation, then, is suggested for effective functioning of any collectivity.<sup>157</sup>

Etzioni has proposed that organizational elites (informal leaders, formal leaders, and officers) are related to the activities they control.<sup>158</sup> Table II-4, page 65, displays these relationships.

The subcollectivities of an organization can be linked with the other subcollectivities and the total

TABLE II-3. A TYPOLOGY OF ELITES

<u>Personal</u> <u>Power</u>	<u>Power Derived from Office</u>	
	+	-
+	Formal Leaders	Informal Leaders
-	Officers	Non-Elite

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Source: Amitai Etzioni, A Comparative Analysis of Complex Organizations (New York: The Free Press, 1975), p. 154.

TABLE II-4. TYPES OF ELITES AND ACTIVITIES CONTROLLED

	Informal Leaders	Formal Leaders	Officers
Instrumental Activities	X	XX	XXX
Expressive Activities	XXX	XX	X

Source: Amitai Etzioni, A Comparative Analysis of Complex Organizations (New York: The Free Press, 1975), p. 157.

organization with a great many interrank relations or a very few interrelationships; when the proportion is high, Etzioni refers to the organizational collectivity as "integrated"; when the proportion is low, the collectivity is described as "segregated."<sup>159</sup>

When a subcollectivity has a polity of its own--that is, it has a differentiated set of elites, instead of accepting the control of the elites of the organization--it is a "differentiated" unit. The "amalgamated subcollectivity," on the other hand, accepts the control of the organizational elites in subordination to the leadership of its own elites.<sup>160</sup>

The organizational congruence structure should be compatible with (1) the form of the organizational power structure, (2) the power of the controlling elites in instrumental and expressive activities, (3) the interrelationships of the elites of the organizational subcollectivities, and (4) the source of control in the organizational subcollectivities.

The research supports the contention that the study of effective combinations of compliance and power structure can be useful as a correlate of organizational compliance itself. Etzioni states: "Optimal effectiveness occurs when the elites in control of goal activities subordinate those in control of means activities."<sup>161</sup>

Etzioni draws the following relative conclusions concerning the elite power structures of coercive, utilitarian, and normative organizations:<sup>162</sup>

1. Coercive organizations normally exist as split collectivities with both instrumental and expressive spheres.
2. Whereas elites are differentiated in coercive organizations, they are almost completely amalgamated in normative ones.
3. In typical normative organizations, lower participants are highly integrated into the organizational collectivity. They tend to accept the control of organizational elites over expressive matters, which are the major activities of these organizations, and over the limited instrumental activities as well.
4. . . . In utilitarian organizations it is functional for economic goals that instrumental elites subordinate expressive elites.
5. For the culture goals of normative organizations, it is functional that expressive elites dominate, since expressive elites initiate and direct goal activities, such as building up and sustaining the required value commitments, whereas the instrumental elites control the recruitment of means and the management of facilities.
6. Workers in utilitarian organizations tend to develop their own expressive elite (to the degree that there are expressive activities in industrial collectivities).
7. White-collar industries reveal an elite structure closer to that of normative organizations, whereas the elite structure of blue-collar industries more closely resembles that of coercive organizations.
8. The more committed the workers, the more they are inclined to accept members of the organizational elite as leaders.

9. . . . Leaders tend to engage in general rather than in close supervision, whereas among officers the reverse is true.
10. Formal leadership is more common and more effective in white-collar industries than in blue-collar industries.
11. Foremen tend to be instrumental officers or leaders, but they are not usually in control of workers' expressive activities. Expressive leaders tend to be informal--usually an older worker, an experienced hand. . . .
12. Expressive leadership, whether formal or informal, may not develop at all in a utilitarian organization.
13. The hierarchy of elites is most effective when it is congruent with the hierarchy of goals . . . so that the elite serving the highest goal will dominate and the elites serving the "lower" goals will be subordinate.

In a study of the instrumental-expressive leadership styles of organizational elites (top managers, middle managers, top supervisors, and lower supervisors), Rossel proved empirically that both the instrumental and expressive concepts could be operationalized. Instrumental management is clearly indicated in a predominant orientation to quality of production, efficiency, and responsibility for work flow while expressive management is associated with reasonable expectations, leadership skills, and anti-authoritarianism. Rossel concluded that top management is most strongly instrumentally oriented, followed by the lower supervisors; the middle managers and top supervisors were more expressive than instrumental in their leadership.<sup>163</sup>

Beyond this, Rossel approached the underlying variable of compliance theory--the commitment of the organization's members. The basic hypothesis--that management's leadership style would be more expressive if the commitment of the lower participants were greater--was proven true only for the lower supervisory level; at this lower supervisory level, management was more expressive (and, conversely, less instrumental) with more strongly committed organizational members.<sup>164</sup> The four-item SLC (Saliency of Labor Commitment) scale which Rossel used incorporated the "expressive" ideas of (1) the extent to which . . . the worker controls the quality of his work; (2) the quantity of his production; (3) the degree to which the technical arrangement of the work requires interaction among workers; and (4) the need of the organization to adapt to a changing and uncertain environment.<sup>165</sup> For the lower supervisory level, Rossel's contention was proven true: The greater the commitment of the organizations' members, the greater the need for expressive leadership.

In contrast with Rossel's open-ended interviews is Ashbrook's approach--questionnaire responses from both elites and lower participants. His research results, like Rossel's, provide empirical proof that the conceptual idea of a distinction between instrumental and expressive elites is confirmed. But further, Ashbrook's research supports the

premise that normative organizations are most likely to have expressive elite leaders. Indirectly, Ashbrook tested the proposition that effective normative organizations require a superior expressive elite. From four different combinations of instrumental and expressive behaviors (high expressive and high instrumental, high expressive and low instrumental, low expressive and high instrumental, and low expressive and low instrumental), the participant classification in the low expressive/high instrumental category supported the proposition that effectiveness tends to be low where expressiveness is low even if a leader ranks high on instrumental behavior.<sup>166</sup>

Etzioni relies on Parson's definition of a goal as an image of a future state of affairs which the organization is attempting to realize in his examination of the relationship between compliance and goals.<sup>167</sup> Explicitly expanding the conception of goals beyond the stated goals and "public" or "front" goals, Etzioni demands that the consideration dwell on the sociological goals. Thus, a three-way classification of goals can be distinguished: order (an attempt to control deviants), economic (production of commodities and services), and culture (institutionalization of conditions to create and preserve symbolic objects, and application and the creation or reinforcement of commitments to these objects). The

organization with a coercive compliance structure is typically expected to serve order goals; organizations with economic goals tend to be utilitarian; and organizations serving culture goals have a typical normative compliance structure.<sup>168</sup> The compliance structures of the compliance typology (coercive type: coercive power, alienative involvement; utilitarian type: remunerative power, calculative involvement; and normative type: normative power, moral involvement) can be cross-tabulated with the three types of goal structures. (See Table II-5, page 72.)

The organizations of the three cardinal cells (numbers 1, 5, and 9) appear more frequently while those of the other combinations are less likely to be found and are "limited in significance."<sup>169</sup> White-collar (as well as blue-collar) industries fall in the fifth cell while professional organizations fall in the ninth cell.<sup>170</sup> Usually a predominant goal enables an undisputed classification, but dual or multiple goals are sometimes distinguishable; in these organizations, a parallel "combination" should be found in the compliance structure.<sup>171</sup> The three congruent types of goals and compliance are more effective than the other six combinations.<sup>172</sup>

The effective combination of economic goals and utilitarian compliance is explained in the analysis of production activities:<sup>173</sup>

TABLE II-5. A TYPOLOGY OF GOALS AND COMPLIANCE

<u>Compliance</u>	Order	<u>Goals</u>	
		Economic	Culture
Coercive	1	2	3
Utilitarian	4	5	6
Normative	7	8	9

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Source: Amitai Etzioni, A Comparative Analysis of Complex Organizations (New York: The Free Press, 1975), p. 106.

Production is a rational activity, which requires systematic division of labor, power and communication, as well as a high level of coordination. It therefore requires also a highly systematic and precise control of performance. This can be attained only when sanctions and rewards can be readily measured and allocated in close relation to performance. Remunerative sanctions and rewards are the only ones that can be so applied, because money differentials are far more precisely measurable than force, prestige, or any other power differentials.

Conclusively, Etzioni points out, the use of normative power in organizations serving economic goals "may lead to highly effective performance, but in general only for work of a particularly gratifying nature, such as research and artistic performance, or for limited periods of time, particularly in crises."<sup>174</sup> But production typically engaged in by lower participants in blue-collar and white-collar industries lacks these qualities.<sup>175</sup>

The dynamics of the effectiveness model of compliance-goal classifications predicts a strain toward a most-effective type (cells 1, 5, and 9), although actual movement may be blocked by environmental factors (affecting the involvement variable of the compliance typology) and the kinds of power an organization can employ (also affecting the compliance type), depending often on the resources it can command and the social license it can attain.<sup>176</sup> Further, a large variety of factors may cause the formation or development of organizational structures and processes incongruent with organizational goals. These may result from

such occurrences as poor understanding of administrative processes and the pull of vested interests.<sup>177</sup>

Of particular interest is Etzioni's contention that "dual compliance structures are found in organizations that serve goals differing in their compliance requirements either because they fall in different categories or because effective attainment of one goal requires development of supplementary tasks belonging to different goal categories."<sup>178</sup>

Jones, in an empirical test of the compliance theory itself and the goal classification scheme, found that the frequency of order goals is much lower (18 percent) than economic (40 percent) and cultural (42 percent) goals. This evidence also supports the strong similarity between the strength, the salience, of economic and cultural goals, but emphasizes the singularity of economic and cultural goals as a "cluster" apart from coercive goals.<sup>179</sup>

The greater normative compliance of lower-grade school teachers and students as compared with teachers and students in advanced grades correlated almost consistently with the decline in value orientation and the increase in skill training of the instruction from the lower to the higher grades, even when the sex of the elite (the school principal and the instructors), the school size, and the class size were controlled. The school compliance type (a

mix of utilitarian and normative) was associated with age-grade level and instructional goals in various grades.<sup>180</sup>

After a change in primary goals from cultural to more utilitarian in a normative organization, the number of organizational participants who were morally involved and who were strongly committed to the organizational goals declined from 53.1 percent to 32 percent.<sup>181</sup>

The higher elites generally accept the cultural system of the organization to which they belong more fully than do the lower participants. The level of consensus is the measurement of the degree to which lower participants accept the organizational position as theirs. Both communication and socialization focus on the acculturation of new participants in the organization and are processes through which the positions of the lower participants are brought closer to the organizational position. All three variables are determinants of cultural integration and are related to differences in compliance.<sup>182</sup>

While involvement is a description of an actor's orientation to the organization, consensus is a comparison of the participant's orientation or viewpoint on a select value or position to the value or position held by the organization. The consensus is a measurement of the integration of the organization as a collectivity.<sup>183</sup>

The consensus of members of homogeneous status

groups is not as different as the consensus of actors in different statuses.<sup>184</sup> Total consensus is more frequent in normative than in utilitarian organizations and occurs more often in utilitarian than in coercive organizations.<sup>185</sup>

Typical normative organizations require consensus on all norms directly related to expressive activities.<sup>186</sup> Utilitarian organizations require a high degree of consensus for effective operation mainly in spheres concerning instrumental activities. "The basic reason for this is that production is a relatively rational process and hence can rest on contractual relationships of complementary interest, not shared sentiments or values."<sup>187</sup> On the other hand, coercive organizations limit the degree and range of consensus required.<sup>188</sup>

Communication within the organization can be termed expressive or instrumental.<sup>189</sup> The direction of the flow of communication and the amount of communicated information may also be characteristic of a particular organization.<sup>190</sup> Etzioni agreed with Simon<sup>191</sup> that "communication and training can partially substitute for each other."<sup>192</sup>

Upward instrumental and downward expressive communication are rare in coercive organizations while horizontal expressive communication is frequent.<sup>193</sup> In normative organizations, expressive communication is essential. Downward communication is normally supported by

horizontal networks. Communication overall, however, is expressive since instrumental activities requiring communication are few.<sup>194</sup>

For effective productivity in utilitarian organizations, both downward and upward instrumental communication is required. But vertical expressive communication is limited in utilitarian organizations; a resulting independent horizontal expressive communication network is frequently found, and this independent network is often encouraged by the reinforcement of outside organizational activities in which organizational participants share.<sup>195</sup>

Organizational socialization enables new organizational members to acquire an orientation to the organization which allows them to function in the role defined for them by the organization. The socialization required by organizations depends on the degree to which organizational behavior differs from the behavior the parties have learned elsewhere.<sup>196</sup>

Socialization to professional values prior to organizational matriculation reduces the amount of socialization the organization itself undertakes. The socialization may be instrumental or expressive and both formal and informal.<sup>197</sup> As Etzioni notes, utilitarian organizations "rely on participation in external

collectivities of the expressive type (family, community, other primary groups) as the chief source of 'meaning' for remuneration gained in these organizations."<sup>198</sup> For instrumental socialization, utilitarian organizations rely heavily on comparatively autonomous external social units, such as vocational schools and colleges.<sup>199</sup>

Expressive socialization predominates in normative organizations. "Much of the limited expressive socialization which takes place . . . is unorganized, and is sometimes an unintended consequence of other processes such as interaction with peers and senior members of the profession."<sup>200</sup>

Through a price mechanism, utilitarian organizations compete for potential recruits in the labor market. Expressive communication and socialization is used extensively by normative organizations. Etzioni writes:<sup>201</sup>

Professional organizations are the only kind of normative organization which recruits lower participants in part through market competition. But even this recruitment is quite different from that of most utilitarian organizations, since prestige and research or training facilities augment or even outweigh remuneration and related rewards. Although these noneconomic rewards and conditions also play a role in utilitarian organizations, they seem to carry more weight in professional organizations.

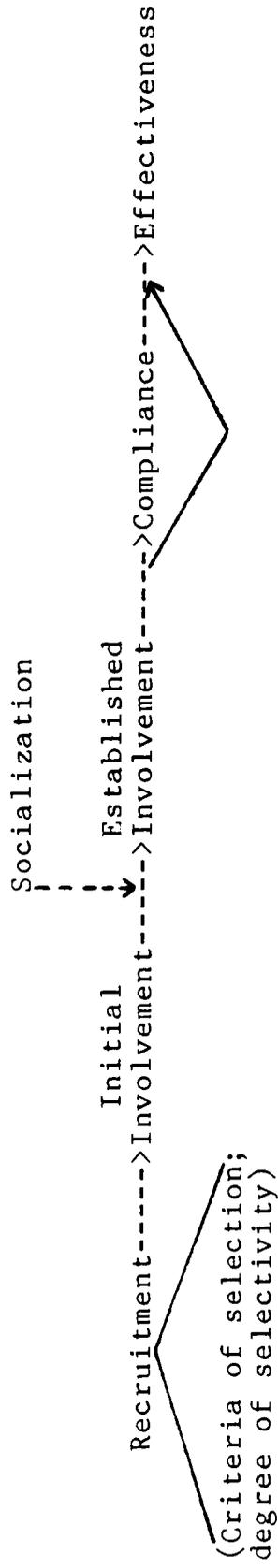
The hypothesis is presented that the means employed by organizations to acquire participants--that is, recruitment methods--resemble those they employ to control participants once they have joined the organization.<sup>202</sup>

Recruitment affects compliance directly inasmuch as the means determine the lower participants' involvement and, consequently, the kind of power which can be effectively exerted over them. Indirectly, the determination of the amount and kind of socialization required for each organizational participant arises from the recruitment function. Summarily, recruitment and socialization can be seen as correlates of compliance.<sup>203</sup> "All other things being equal," Etzioni notes, "socialization and selectivity can frequently substitute for each other, on the simple ground that if the organization can recruit participants who have the characteristics it requires, it does not have to develop these characteristics through training or education." Conversely, if the organization is forced to accept any individual from an unsolicited background who might wish to join, socialization will be required to produce the desired characteristics.<sup>204</sup> (See Figure II-2, page 80.)

Varying combinations of recruitment selectivity may be required. "If the number of potential participants is close to that of actual participants, the degree to which selectivity can be increased is limited and the organization will have to rely on socialization to attain a given level of quality."<sup>205</sup> The limitations are evident:<sup>206</sup>

1. A very large number of potential participants and a very high degree of selectivity may be required to recruit participants who do not need any socialization at all.

FIGURE II-2. RECRUITMENT/SOCIALIZATION FLOW MODEL




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Source: Amitai Etzioni, A Comparative Analysis of Complex Organizations (New York: The Free Press, 1975), p. 261.

2. Very intensive socialization may fail to produce participants with the required characteristics if no selection whatsoever has been exercised in their initial recruitment.

Scope is defined as the number of activities outside of the organization in which members of the organization are jointly involved.<sup>207</sup> Scope is related to two major variables which directly affect the compliance of participants: the saliency of the organization and the level of tension.<sup>208</sup> While some organizations attempt to regulate the extra-organizational life of the participants, others simply accept whatever control occurs from the norms and values of the outside involvements of the participants.<sup>209</sup>

Closely related to scope is the pervasiveness variable. Pervasiveness is determined by the number of activities in or outside the organization for which the organization sets norms. Pervasiveness differs from consensus since consensus refers to the degree to which these norms are accepted by lower participants.<sup>210</sup>

The relationships between scope and pervasiveness are shown in Table II-6 on page 82.

Most coercive organizations are broad in scope but low in pervasiveness.<sup>211</sup> Typical utilitarian organizations are narrow in scope and low in pervasiveness.<sup>212</sup> Vollmer's research found that 71 percent of female clerical employees, 72 percent of male specialists, 53 percent of male semi-skilled, and 63 percent of male skilled workers have no close

TABLE II-6. SCOPE, PERVASIVENESS AND COMPLIANCE

<u>Scope</u>	<u>High</u>	<u>Pervasiveness</u>
Broad	Normative Organization	Coercive Organization*
Narrow	Normative Organization	Utilitarian Organization

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Source: Amitai Etzioni, A Comparative Analysis of Complex Organizations (New York: The Free Press, 1975), p. 157.

friends from the organization with whom they associate off the job.<sup>213</sup>

In 1956, Likert found broad scope to be negatively related to productivity; the suggestion is that "broad scope may be dysfunctional for production goals and utilitarian compliance."<sup>214</sup>

In normative organizations, pervasiveness is comparatively high while scope may be narrow or broad.

There is a suggestion of association between scope and socialization type and effectiveness. Schools which emphasize training in professional skills tend to have narrow scope because development of the professional personality is a goal of limited importance. But almost all schools which emphasize character building are total organizations.<sup>215</sup>

Etzioni concludes:<sup>216</sup>

Professional organizations place less emphasis on normative compliance than other normative organizations do. Hence the fact that they have narrowest scope of all normative organizations is in direct support of our hypothesis. Their scope, however, is not so narrow as that of utilitarian organizations. Hence we expect occupational communities--that is, social life on the job and off the job, based on work relations among co-workers--to be more common in professional organizations than in utilitarian ones.

The relationship of scope to compliance is curvilinear: "broad for coercive organizations, narrower for dual coercive-utilitarian organizations, narrowest for typical utilitarian organizations (blue-collar industries),

somewhat broader for less typical utilitarian (secondary normative) white-collar industries, still broader for normative (secondary utilitarian) professional organizations."<sup>217</sup> Pervasiveness, however, displays a linear relationship to compliance: lowest for the most coercive organizations and highest for the most normative organizations.<sup>218</sup>

If cohesion is defined as "a positive expressive relationship among two or more actors," restrictions on interrank relationship are not presented, and both peer cohesion and hierarchical cohesion are possibilities. Because it may be positive (increasing esprit de corps) or negative (restricting productivity), it is not a determinant of involvement.<sup>219</sup> Cohesion is one of several variables contributing to the intensification of involvement.<sup>220</sup>

When charisma is defined as "the ability of an actor to exercise diffuse and intense influence over the normative orientations of other actors," control is implied and the assumption that the construct is directly related to compliance theory as an attribute of the elite is readily understood.<sup>221</sup>

Weber distinguished two types of charisma: (1) pure charisma, or "natural" leadership, and (2) routinized charisma, leadership derived from an office or transferred to future generations along a hereditary line.<sup>222</sup>

From the two types, Etzioni conceptualized two dimensions:<sup>223</sup>

1. The intensity of the influence the charismatic leader has over the person subject to his power. It is high for pure charisma and lower for routinized charisma.
2. The manner in which charisma is acquired, through achievement or through ascription. Pure charisma is achieved not just once but again and again. Its holder is frequently called upon to redemonstrate his power. Routinized charisma comes with the attainment of charismatic office. . . . Office charisma is ascribed. Every incumbent, regardless of his ability or performance, obtains it with the office.

Both personal and office charisma may be present. Professionals draw their ascribed charisma from both their special knowledge or skill and from their organizational rank.<sup>224</sup> In comparison, the various professions probably differ in the proportion of their membership exercising charismatic influence. "This proposition," Etzioni expounds, "is based on the assumption that the diffuse normative influence which charismatics exercise is less relevant for the more 'technical'--that is, specific-instrumental--disciplines."<sup>225</sup>

Etzioni's propositions provide a base for relevant conclusions:<sup>226</sup>

1. People who have the psychological syndromes of generalists are more likely to be charismatics than segmentalists or specialists.
2. The more continuous and the closer the control

elites have over their subordinates, the less likely they are to have charismatic power over them; the more intermittent and distant or lax the control, the more likely charisma is to develop and to be sustained.

Therefore,<sup>227</sup>

Development of charisma on levels other than the top is not only unnecessary but is likely to undermine the rational processes required to maximize organizational effectiveness. . . .

Production requires that lower elites maintain constant and relatively close control over lower participants. As a consequence, alienation of lower participants tends to focus on these elites, which reduces the ability of the latter groups to develop and sustain charismatic power over lower participants.

In organizations with professionals, ends-decisions and charisma are concentrated in one or more organizational ranks other than the top one. Professionals have two sources of "office" charisma: ascribed from their status as professionals and their organizational position, and personal from an extraordinary talent, skill, knowledge, or competence.<sup>228</sup>

Socialization in organizations with professionals in the ranks assumes competence (instrumental socialization) and acceptance of professional values (expressive socialization). "Indirectly, socialization affects charisma; increasing competence reduces the possibility of an incompetent charismatic and indoctrination increases the charismatic potential."<sup>229</sup>

But in organizations with professionals in the top

hierarchical positions only, the emphasis is more on instrumental and less on expressive socialization. In these kinds of organizations, the elites "work" more with their personalities and the knowledge factor is relatively less important. In organizations with professionals in the ranks, though, specific skills and knowledge count as much as personality.<sup>230</sup>

### Effectiveness

While the congruence of organizational goals and compliance structure is a demonstrated association, it is not a closed association. The correlation of congruence and goals is also influenced by socio-cultural environmental factors, just as the basic involvement of the organizational participants and the organizational power are influenced or even determined through the "articulation of the social system and the personality system" of the compliance typology.<sup>231</sup> The effectiveness models (types 1, 5, and 9 of the typologies; see Table II-1, page 43) are specified through a combination of organizational goals and socio-cultural factors. "This is true," Etzioni says, "because the social groups that set organizational goals tend also to set limits on the means that the organization can legitimately use to attain these goals, including the means that can be used for control purposes."<sup>232</sup>

The dynamic nature of the social order from which

the major participants in office employment are drawn directly brings the goals of that social order into play in the effectiveness model of goal-compliance.

Even though Etzioni's definition of effectiveness is stated in terms of goal realization, it is also a definition of a pattern of interrelations among the elements of a system which provide for goal realization.<sup>233</sup> Etzioni deemphasizes the "goals" (cultural entities) and emphasizes the "social system" (organizations), focusing on the "multifunctional" aspects of the organizational unit, thus including those aspects of the organization which direct activities to the stated goals as well as the supportive functions of the organization. The "mobilized system model" which Etzioni distinguishes from both the "goal model" and the "system model" maintains that organizations, by definition, "treat all subsystems other than goal attainment as instrumental to goal attainment."<sup>234</sup> Therefore, effectiveness is determined, not in the assessment of an organization's devotion to its goals, but in the response it can provide to the question "Under the given conditions, how close does the organizational allocation of resources approach an optimum distribution from the viewpoint of the actual goals the organization seeks to serve?"<sup>235</sup>

The interrelations of the elements of the organization determine the effectiveness or ineffectiveness

of the organization, distinguishing between the "survival models" and the "effectiveness models." While the survival models provide for no recognition of any changes in society or the social unit itself beyond the functional requirements of survival, the mobilized system effectiveness models "call for the observer to judge where the organization, as a system, is headed and how effectively it is progressing toward the realization of its goals."<sup>236</sup>

In sociological literature, a functional relationship is representative of the "survival" (or feasibility) model or the "effectiveness" model.<sup>237</sup> Beyond the mere existence of a survival model, the effectiveness model defines a pattern of organizational interrelationships effecting a movement toward a goal.<sup>238</sup> Etzioni and Merton describe the model of organizational effectiveness as a choice among alternatives, not the mere functional relationship of the survival model.<sup>239, 240</sup>

With survival models, the completion of a function is an indication of satisfaction; within the process of completing the function, the changes in activities and relationships and, consequently, the dynamics of effectiveness, are ignored. The model of organizational effectiveness, on the other hand, reflects the dynamics of societies and social units.<sup>241</sup>

The effectiveness hypothesis of the compliance

theory reflects the concerns for the alternatives of the effectiveness model. The alternatives focus attention on the dynamics of social change; the contribution of compliance study is linked directly to the empirical study of social order. The changing social order is seen in the dynamics of organizational office employment, reflected in compliance, "the organizational equivalent of social order."<sup>242</sup>

The six ineffective (or less effective) combinations of compliance and goals (types 2, 3, 4, 6, 7, and 8 of the goal-compliance typology; see Table II-1, page 43) may be found in organizations "surviving," but such organizations generally exhibit some degrees of (1) wasted means, (2) psychological and social tension, (3) lack of coordination, and other signs of ineffectiveness, and also "a strain toward an effective type."<sup>243</sup> But "the tendency toward an effective compliance-goal combination may be blocked by environmental factors affecting any one of the three major variables making up the relationship: involvement, power, and goals."<sup>244</sup>

#### PRODUCTIVITY

Production is an outgrowth of the combination of natural resources, labor, capital, and ownership; to produce the greatest amount of product, all the resources must be combined efficiently. Productivity, or the amount of product resulting from a man-hour of labor, is an essential measure

of the efficiency of operation of an organization. "Increasing productivity, then, is accomplished through the proper combination of the factors of production consistent with increasing technology. Most efficiently combining factors of production to yield the largest output requires teamwork coupled with good supervision."<sup>245</sup>

In considering his major hypothesis--that organizations tend to shift their compliance structure to congruent types, Etzioni reasons that organizations that have economic goals, and therefore are involved in production, function more effectively when remuneration is the predominant means of control.<sup>246</sup>

Since production, especially production involving the use of tools and apparatus, requires participants to assume some initiative, interest, care, responsibility, and similar attributes, coercion may result in the fulfillment of a production function but productivity--effectiveness--will be low. On the other hand, economic organizations can use normative power to effect a high level of performance, but this effective level of performance is normally associated with work of a gratifying nature or for limited periods of time.<sup>247</sup>

### Measurement

As technology is offering new solutions for the productivity problems of the "office of the future,"

productivity itself has been redefined to better acknowledge the emerging Information Age. The productivity formulas of the Agrarian Age (output or yield per acre in ratio to the input of all factors of production) and the Industrial Age (output of material goods in proportion to the input of all factors of production) have been replaced with an Information Age productivity formula including a concept of "quality of life" (output of quality of life compared to all factors of production).<sup>248</sup>

### Current Concerns

Lewis J. Phillips of the United States Department of Commerce briefly outlined the major indicators of declining productivity and enumerated primary reasons:<sup>249</sup>

Even though the standard of living in the United States is as high as that of any other nation, the American economy is suffering from structural difficulties. United States exports are now only one-third of what they were only twenty years ago. Until 1978, there had not been a trade deficit in industrial goods in the entire twentieth century. In the past fifteen years, savings, investment rates, and capital formation (the productive investment of accumulated savings) all declined. The United States savings rate is far below that of other countries. Research and development has declined over the past fifteen years.

From 1945 through 1955, the annual rate of

productivity increased at about 3.4 percent per year. From 1955 through 1965, the annual productivity increase was 3.3 percent per year; the increase was 2.2 percent per year from 1965 through 1973 and 1.1 percent from 1973 through 1978. In 1979, for only the second time since productivity statistics have been compiled, the annual rate did not reflect an increase; in fact, the 1979 decline of .9 percent was followed by a .4 percent decline in 1980. The lack of productivity improvement represented by the -.9 and -.4 percents presented the United States populace with a decline in its standard of living. For the first time, a generation of American people were living below the standards established by their parents. Goods produced in the United States were consistently proven to be less reliable and of inferior quality to those made in other nations.

Productivity improvements stem from scientific and technical knowledge. In real dollars, investment in research and development peaked in the mid-1960s. As a percentage of sales, investment in research and development in the 1970s equaled only about one-half of the investment of the 1960s. Of all U.S. patents issued in 1980, 40 percent were distributed to foreigners, a threefold increase over the past fifteen years.

Government regulations have continued to contribute to spiraling costs of information reporting and compliance.

Currently, about 7,000 new government rules and regulations affect businesses directly each year.

Energy costs may force organizations to give increasing attention to human input potential as opposed to the contributions of machines. This shift has already begun in response to the steady and rapid demands of information and service functions of organizational life. In the 1970s, 86 percent of all new jobs created were service-related. The output from information and service jobs is paper or advice and is, consequently, difficult to measure. These jobs which demand a greater knowledge are mismatched with the decline in educational achievement of today's youth.

The changing composition of the work force is seen in the shortage of skilled, properly trained industrial laborers and the increasing numbers of employed females, older, and part-time workers. Today, the majority of workers are under age 35; but by the year 2000, the majority will be 55 or over, presenting a situation and corresponding problems never before experienced in the United States. It is estimated that by the 1990s, 77 percent of all females will be employed.

Increased preoccupation with short-term matters has diverted the proper and effective attention managers should be giving to the utilization of workers' abilities, commitments, and loyalties. Ultimately, Phillips concluded,

in concurring with Peter Drucker, it will be the changes in the management of human resources which will effect productivity gains and insure the continuance of the American standard of living.

Personick<sup>250</sup> has suggested that the declining productivity growth rates might have been caused by (1) the change in the composition of the labor force--the entry into the labor force of more women and youths with less experience or less education (or both) than their male counterparts, and (2) the reallocation of investment capital in pollution control, safety, and health expenditures.

After analyzing news coverage of current events, Naisbitt,<sup>251</sup> in Megatrends, reviewed the entrance of American society into the Information Age. Naisbitt has outlined ten new directions transforming our lives, all of which are moving the secretarial role into a better organizational position.<sup>252</sup> Naisbitt's periodical updates now report that 70 percent of the U.S. labor force is involved in the processing of information; he terms these workers "information clerks."<sup>253</sup>

#### Office Productivity

Because of the nature of the tasks involved, the inherent weaknesses in measuring office productivity by "agrarian" or "industrial" standards have been recognized and have resulted in inaction or negative reactions. Even the

logging of production in word processing centers has not been accepted by either office workers or supervisors as an adequate means of measuring office productivity. The full movement into the Information Age may bring changes.

In applying the concepts of time and motion study to the measurement of office costs, Birn, Crossan, and Eastwood emphasized the practical aspects of Taylor's definition of cost control: "management based on measurement plus control."<sup>254</sup> Justifying their exhaustive collection of "master clerical data" as a guide for controlling office costs, the industrial company officials elaborate on the connection of measurement and control, emphatically declaring that "you can only control that which you can measure; and the degree of your control is determined by the quality of the measurement."<sup>255</sup> Continuing to accept this industrial standard as the Information Age began delayed the advent of increased productivity in the office. Current research indicates that other indicators of productivity are gaining acceptance.

The desire for additional responsibilities has been indicated in previous research studies of secretarial employees. Gregg researchers note that "secretaries feel distant from the real goals of the division or corporation, and this results in feelings of boredom and resentment. Image becomes a self-fulfilling prophecy; if the secretaries

feel that their bosses do not respect them and their positions, secretaries, too, begin to view their jobs as dead-end, nonskilled, and of low importance."<sup>256</sup>

From the 1978 Marshall Roberts & Company survey of Fortune 300 company employees, a significant indication was given that secretaries' skills are underutilized and that productivity could be increased if management did not lack the understanding and training needed to better use the secretarial staff better.<sup>257</sup>

Murray reported in Dun's Review as early as 1978 that "an overall decline in efficiency is already hurting most companies in varying degrees. Serious delays in the all-important flow of paperwork--correspondence, reports, and so forth--are increasingly evident. Some secretaries are simply incompetent to do the job." Many of today's secretarial candidates lack adequate skills in typing, shorthand, and language arts. Additionally, administrative ability is seldom evident.<sup>258</sup>

Gregg researchers<sup>259</sup> reported that some companies are so desperate for help that they have been forced to lower their requirements for secretarial positions. But they also quote Betsy McInnis, vice president of the prestigious Katharine Gibbs secretarial schools: "'The business world hasn't changed in its demands of what a secretary has to be able to do, but many employers are still complaining about

the lack of English skills. Students wanting to become secretaries today are not as well versed in basic skills, which is the fault of the educational system and the lack of structure. . . ."<sup>260</sup>

From its survey of 400 secretaries, a national office supplies manufacturer, American Pad and Paper Company, reported that the majority (85 percent) of the secretaries considered salary the most important factor affecting productivity; 55 percent said that their personal productivity was not affected by the absence of job advancement opportunities in their companies.<sup>261</sup>

In a 1978 study (later reviewed in 1980) for Steelcase, Inc., manufacturer of systems furniture, Louis Harris and Associates, Inc., found verification of the movement of the labor force into service occupations in the office, away from agriculture and industry. Also, the industrial environment in the past had been the greater contributor to productivity, but office productivity held the greatest potential for productivity gains for the future.<sup>262</sup>

The amount of information needing to be processed in the office today represents only about 25 percent of what was processed 20 years ago; 75 percent of today's information is an offspring of the advances and growth of the past 20 years. Every 10 years the amount of information to be processed is doubling.<sup>263</sup>

A Harvard Business Review survey found that employees expect more from their jobs now and that the satisfaction gap between managers and hourly employees is widening.<sup>264</sup> Hourly and clerical employees apparently have not benefited from the efforts toward human resource management upgrading because, the Gregg panel concluded, managers' overall job satisfaction is centered on factors relating to self-esteem; clerical and hourly-paid employees have been left to the satisfaction or dissatisfaction of their paychecks.<sup>265</sup>

According to the Harvard researchers, "During the 1950s, employees seemed to have a lower set of expectations for company responsiveness. While companies seem to be doing more now than they were during the 1950s, what they are doing today is simply not viewed as acceptable. As employees have become more educated and have developed new values, their expectations for responsiveness from their company have changed. Employers must now begin to change their patterns of responsiveness to accommodate these changes in employees' values and expectations."<sup>266</sup>

The Harvard study found that hourly and clerical employees surveyed felt that their pay did not make up for the job dissatisfaction they experienced because they were not being treated with respect. "Since 1975, the majority of hourly and clerical employees have not rated their companies

favorably on treating them with respect as individuals."<sup>267</sup> Fewer than one-fourth of the respondents felt that their companies listened and acted on their complaints. The collected data revealed that "expectations of advancement are the lowest they have ever been."<sup>268</sup>

In offering rebuttals to an extensive list of fictional statements often heard about secretarial compensation, Brennan offers a collection of relevant information:<sup>269</sup>

The average capital investment for a factory worker is \$24,000; the \$2,000 typical capital investment for the secretarial employee has been termed "nonproductive" so strongly in recent years that additional productivity is a demand when new technological equipment is purchased for the office. As secretaries have been freed from the burdens of skill activities, they have been able to assume responsibilities for more sophisticated tasks; the combination of skill mastery and other office-associated activities allows secretaries to make the jump into other parts of the organization. In some cases, "secretaries" have disappeared and "administrative support clerks" are their replacements. As employers find that more and more of their employees are processing information, they are beginning to spend additional funds on equipment to increase productivity in the office.

Secretarial salaries are often tied directly to the principal they serve. Secretaries to managers and below earn the same as payroll clerks, computer operators, purchasing clerks, chauffeurs, and messengers. Executive secretaries who work for department heads or for directors and above are paid equal to senior duplicating machine operators and lead keypunch operators. Secretarial wages appear to represent payment for skill activities only. National salary averages for secretarial positions are increasing slowly. Still, Brennan concludes: "Secretaries are paid merely according to their bosses' titles. Historically, secretaries have been extensions of their executives."<sup>270</sup>

In spite of the continuous increases in the demand for secretaries, supply and demand economics will not solve the problem of unfair pay because, Brennan maintains, "the marketplace has no morality"; employers, to a large extent, actually create and control their local job marketplace, and most pay systems used by employers are not sensitive to the supply and demand realities of the marketplace.<sup>271</sup>

The Stanford Research Institute found that office productivity has not kept pace with manufacturing productivity. As far back as the ten-year period from 1960 to 1970, factory worker productivity rose 83 percent while white-collar productivity increased only 4 percent.<sup>272</sup> And again in the '70s, industrial productivity climbed 90

percent but office productivity rose only 4 percent.<sup>273</sup> The researchers contributed these large differences to management's view of the office only as a "necessary evil," second to the production of a product.

Automation promises to bring to the office in the 1980s the increased productivity which it brought to the factories in the 1960s and '70s. The new tools will be interfaced and integrated to make up a total information transfer system consisting of voice systems, word processing, optical character recognition (OCR), data processing, reprographics, micrographics, communications and facsimile, graphic systems, teleconferencing, electronic mail, and photocomposition.<sup>274</sup> While the dollar amount currently spent on tools and equipment per year for the blue collar worker is about \$30,000 and for the farm worker is about \$55,000, the office worker must produce with only about \$2,000 worth of equipment. But by 1985, Avedon notes, the cost of tools and equipment for office workers is expected to be \$8,000 a year. Conclusively, "top management is now recognizing that information is a valuable resource in helping . . . to manage all other resources and is on a par with capital, labor and raw materials."<sup>275</sup>

At the end of 1983, the trend of office productivity in America was a gradual but consistent upturn. The impact of electronic word processing is contributing to

improved office productivity in a dynamic way that some have described as "the image of lightning."<sup>276</sup>

Carroll admits that "defining productivity becomes especially difficult when the term is applied to workers whose work is qualitative rather than quantitative; that is, to knowledge workers."<sup>277</sup> He concludes, then, that a better term is "operating effectiveness," and that by stressing effectiveness in the office rather than efficiency, at least a "connotation is given that the management principles developed for the operating side of the business, and the lessons learned in their application, can be applied to the office."<sup>278</sup>

#### WOMEN IN THE LABOR FORCE

From 1920 to 1975, the incidence of women working increased from 1 out of 5 to 2 out of 5 of all workers. From the typical 28-year-old single factory worker or clerk in 1920, the 1975 female employee was a 35-year-old woman who could be found in any number of occupations. Many of the service-producing industries have found their new labor from the increasing female labor force.<sup>279</sup>

The U.S. Department of Labor's statistics reveal that 9 out of 10 females will work at some time in their lives. Since 1950, the number of working mothers has more than tripled. There is a higher percentage than ever before of minority females in the working force. There is a median

range of husband's income where the incidence of the wife working is more prevalent than in the lower ranges and the upper levels. Part-time employment frequently is preferred, particularly with those females who undertake family responsibilities. Women most frequently hold part-time jobs on the farm, in private households, and as sales workers, but significant numbers are employed as waitresses, cooks, bookkeepers, stenographers, typists, secretaries, teachers, and medical and health workers.<sup>280</sup>

The paramount differences between female and male workers lie in the occupational distribution. Although the jobs they hold are usually less skilled and pay less, more women are white-collar workers than are men. Unemployment rates are consistently higher for women than for men.<sup>281</sup> There is a substantial gap between the median earnings of female workers and male workers. This gap can be contributed to several factors, one of which seems to hold consistently: men on the average have had more years of worklife experience than women; in a labor market where longevity pay is a dominant characteristic, the consequence for the shorter average worklife of females is a lower median salary. Another contributing factor is the overtime work of the males in the labor force; women work fewer overtime hours in a week than men. And naturally, the concentration of women in the lower-wage occupations is a primary contributing factor.

Still, research studies reveal that after such major considerations as these have been factored out, a differential between the earnings of women and men remains.<sup>282</sup>

U.S. News and World Report, in reviewing Department of Labor statistics, compared weekly earnings of women and men workers in twenty-four occupations. In all twenty-four occupations, the male workers averaged higher pay than the female workers; the percentage ranged from a low of 56 percent (female retail-sales managers earnings in ratio to their male counterparts) to a high of 97 percent for postal clerks. Female office-machine operators earned 68 percent of the weekly earnings of their male co-workers; bookkeepers, 66 percent; and office managers, 65 percent. The U.S. News writers noted the significance of the 1981 Supreme Court ruling upholding the right of women to sue their employers for sex discrimination even if the jobs in which they work are not identical to the ones performed by their male peers.<sup>283</sup>

Gladis reports that there are critical differences between men and women which are handicaps to the female worker. In contrast to the female experience, males are prepared for a business life from the time of birth. As a child, the male is told to stop crying, to behave like a little man. Manliness is taught when the young male's

aggression and anger are approved. Organized team sport participation is an introduction for the young male to the sublimation of individual achievement to group effort. Boys are encouraged to participate in adventures involving risks. In all of this, males learn to win and to not only lose but to accept losing, knowing that another chance will come to win.<sup>284</sup>

The end result of these two different preparations, these two sex-oriented socialization processes, is the entrance of the male into the labor market prepared for the competitive business world and the entrance of the female unprepared for the psychologically and emotionally competitive situations. But in the future, the female's greater sensitivity and perception may find a more significant place in the survival of business organizations. "Women are especially gifted in this area of mind functioning--indeed, the mental process is called 'feminine intuition.'"<sup>285</sup>

Even though the statistical data generally indicate that women outnumber men in the clerical occupations by nearly 4 to 1, there are indications that women are moving into some of the occupations traditionally held by men. Women as managers and administrators represented a 67-percent increase from 1972 through 1978.<sup>286</sup>

According to Owen, training in management skills is

a prerequisite for adaptation to the changing secretarial roles resulting from the women's movement and the advancing office technologies. She maintains that this advancement will require that secretaries give up a part of their jobs and take responsibility for more planning, managing, and organizing activities. To advance, the secretary will have to master the skills and art of training so that someone else can be prepared to assume the lower-level tasks under the supervision of the advancing administrative associate.<sup>287</sup>

As early as 1974, the arguments restricting women from entering the working business world were being systematically rebuked:<sup>288</sup>

1. Because many goods and services formerly produced in the home are now commercially available and labor-saving devices shorten the time it takes to perform common household tasks, homemaking is no longer a full-time job and the woman's place is no longer exclusively in the home.
2. The number of working women in the labor force working because of pressing economic needs is a direct contradiction to the idea that women aren't seriously attached to the labor force, that they work only for extra pocket money.
3. In antithesis to the assumptions that women are out ill more than male workers and that they cost the company more, a Public Health Service study shows little difference in absenteeism from injury or illness.
4. Women do leave their careers for marriage and rearing children, but even these numbers are declining. And of those who do leave, a majority return when their children are in school.

5. The typical jobs held by women--secretarial, teaching, and nursing--could not be filled by the unemployed men in the job market because of insufficient or inappropriate training. The contention that women take jobs away from men is unfounded.
6. Jobs labeled as "women's jobs," as opposed to "men's jobs," are outgrowths of tradition rather than job content. Only 2 of 22 job-related aptitudes and knowledge areas were found to be areas in which men excel; women excel in 6 of the 22; there is no sex difference in the other 14.

The women's movement has aroused many secretaries' sensitivities to the principals' attitudes. Patricia Fitzgerald, a secretary in New York City, complains: "Bosses don't credit us with much intelligence. They figure if we're a woman secretary, we can't be too smart."<sup>289</sup> And, in fact, male secretaries are in high demand, often because of the even higher status symbol they represent than the female secretary. This greater status is probably a continuance of the idea of the personal secretary of past eras who was responsible for the composition of writings for achieved members of society who were unable to complete their correspondence in the time they had available for it. These greater and more responsible duties of male secretaries have continued. Chicago secretary Dennis Koziol says, "A male secretary devotes less of his time to charming affectations and more to producing well-written and edited material."<sup>290</sup>

In 1980 alone, men entered the secretarial field in significant numbers, an increase of 56 percent. Eisenhower

contributes this movement to "the dramatic increase in secretarial salaries"; further, she maintains that this increase in the number of male secretarial employees will have a positive effect on the image of the secretary.<sup>291</sup>

Murray has emphasized the role of the women's movement in the scarcity of clerical workers: "Thousands of women are deserting one of the most essential and traditionally female jobs in business."<sup>292</sup> And Kosak reports that most studies purporting to seek a response to the causes of the secretarial shortage conclude that the major cause is the "feminine movement," which has opened doors to higher-status, higher-paying jobs for women.<sup>293</sup>

#### SECRETARIAL ROLES

The Xerox Corporation, in one of its recent advertisements, contented that the office has not advanced far beyond the standards of the nineteenth century. The ad points out that the typical office worker of today uses refinements of the procedures and products of the 1800s or before, including the typewriter (patented in 1827), the pencil and eraser (patented in 1858), the telephone (invented in 1876), and the ball-point pen (from 1888). Their conclusion is that it is no wonder that productivity in offices has not kept pace with the times.<sup>294</sup> So the Information Age brings the twentieth century to the office and an expanded multifunctional role to the secretary.

### Historical Roles

In reviewing the historical literature of the sixteenth century, Hildebrandt notes that "one gets the feeling that the human qualities of a secretary outweigh any professional skills."<sup>295</sup> The sixteenth century secretary, of course, was a male ("No where do women qualify as secretaries. . . ."), a defender of the superior for whom he worked, a confidant, a servant, a friend, a gentleman, a man of virtue, a man with honest parents, a man of education, a suitable appearance, without pride, vanity, and arrogance, not a scoffer, a frivolous deluder, a quarreler, a lewd speaker, a slanderer, a carper, nor a sinister backbiter. Additionally, this secretary was to avoid gluttony and drunkenness, particularly drinking which loosened the tongue, permitting secrets to become public.

For job performance, the sixteenth century secretary was to act as a "gatekeeper," a writer (but being "cautious not to embroider his superior's thought with those of his own"), an editor, a time controller, and a conscientious avoider of delays.

In an article on "The Image of the Secretary," Eisenhower described the historical role of the secretary:<sup>296</sup>

Once upon a time, the image of the secretary was that of the untarnished hero or heroine of the business world: the loyal, trusted employee who managed time, paper, and frequently people for his or her employer. Nothing was too much to ask of

this able assistant because the secretary was there to perform the essential functions needed to keep the business moving smoothly. Make the coffee, of course; run personal errands, to be sure; enjoy the most-coveted position on the clerical ladder, oh yes! And, do remember, these were the days when the vast majority of secretarial positions were filled by men--not women. This was a prestigious job known for its growth potential and for the responsibilities the person assumed. How did one learn a business? Be a secretary. How did one get ahead rapidly in the business world? Start as a secretary. These were the slogans of the past.

Kanter has concluded that the historical role of the secretary can be characterized by identifiable features of the relationships between secretaries and their bosses. Foremost, she notes, "secretaries were rewarded for loyalty and devotion to their bosses."<sup>297</sup> Conversely, they were evaluated on non-utilitarian grounds and "expected to accept non-utilitarian rewards."<sup>298</sup>

Sholes, the inventor of the first practical, patented typewriter (in the 1860s) is credited with saying, "'I feel I have done something for the women who have always had to work so hard. This will enable them more easily to earn a living. . . .'"<sup>299</sup> And so women became an important source of office labor.

By the end of World War II, females had replaced males as the typical secretarial employees. During this period of female establishment in the work force, three professions--teaching, nursing, and office employment--became predominantly female.

Benet recalls the evolution: Before women were significantly represented in the labor market, many men started their business careers by doing just these jobs. Beginning around 1872 when women began to work in offices by choice rather than because there were no men to fill the positions, careful distinctions were made between the women's work and the men's work. The occupation of secretary became temporary for many women as it moved from a "distinguished gentleman's job" to low-grade "woman's work" as the United States educational emphasis moved from vocational education to the liberal arts. In many instances, secretarial jobs were filled with women workers who were "unfit" financially or intellectually to enter college. The secretarial position became second-class and "unprofessional." The office was attracting many girls who could barely claim middle-class status.<sup>300</sup>

The secretary became a possession, a personal servant, and a status symbol for the administrator. From Victorian household routines, Benet notes, many office routines originated and were assigned the female secretary. From the Social Secretary in 1919, Benet pulls a descriptive quote of the tasks of the secretary: "'She is to hire and supervise the house servants, pay them, keep the household accounts, the mail, pay the bills, and answer letters herself or from dictation. She also sends and records invitations

and keeps the engagement book."<sup>301</sup> The routine activities of the office secretary were often similar. As late as 1939, secretarial procedures textbooks in use compared the office responsibilities of the female secretary with the household responsibilities of the wife and mother.

### Present Status

The current status of the secretarial profession is described by those who occupy the positions or have advanced through the positions, using them as stepping stones to new careers. Many secretaries complain of being stereotyped as real-life versions of the full-figured but empty-headed secretary so often seen in television programs and movies. They complain also of the expectations they encounter, the personal-servant aspects of their jobs, the sexual advancements by their superiors, the limited prestige they can obtain, and the inadequate salaries they receive for their performance as the "indispensable" element in organizations where their jobs are continually described in terms of their relation to a principal's responsibilities. The inadequate salaries secretaries are currently receiving are not only limiting the status of the current positions they hold but are also restricting their advancements.

Kandel includes the secretarial position, though, as one of the few more promising occupations for women, noting that secretarial salaries have been increasing at more

than 10 percent per year. Her implication, though, is that the increasing salaries may be a result of the number of unfilled positions.<sup>302</sup>

VanHuss and Kuiper emphasize the fact that, even though some larger industries are implementing policies and practices to increase the upward mobility of secretaries, there is no wide-scale incidence of preparation for advancement of secretaries into managerial positions, in spite of the fact that clearly defined career ladders are often a part of word processing organizational plans.<sup>303</sup>

As the author of the "working woman's bible," Corporate Gamesmanship for Women, and other books and articles with the feminist movement as a focal point, Betty Haragan declares that the language of the business world is distinctively male and that change in the secretarial job function will come only after secretaries learn to talk this language of male management. She maintains that secretaries complain and take treatment as "inconsequential employees" personally or as an insult to their intelligence or capabilities when, in fact, it has nothing to do with personality, competence, abilities or performance but is a result of the secretary's occupational placement in the hierarchical structure. This root cause, she feels, can be treated best by getting the occupation classified in the proper place and drawn on the organization chart. When the

secretarial position is given recognition, its importance to the organization can be more readily identified, its essential value will be recognized in monetary terms, the "business world's measuring rod," the "only subject that interests management."<sup>304</sup> Haragan's contentions are centered around a secretarial role which is defined in relationship terms.

From the research studies (in 1972 and again in 1983) of the Research Institute of America, data present a picture of the changing relationship of the secretary and the principal.

In 1972, the working life of the secretary was centered in the opportunities for offering assistance to "the boss" in advancing, even at the expense of personal advancement. In 1981, though, nearly half of the secretaries responding to the survey indicated that their own interests, welfare, and advancement opportunities were paramount (as opposed to only seventeen percent in 1972).<sup>305</sup>

A further reflection of the suggestion that secretaries are more and more unwilling to be seen as extensions of their bosses was evidenced when only one in three indicated an agreement with the idea of sacrificing personal job satisfaction in order to help the principals accomplish their work. In 1972, three out of four had agreed that the sacrifice should be made.<sup>306</sup>

Secretaries almost universally supported the contention that the secretarial image could be improved by pay which is commensurate with the responsibilities of the job; nine out of ten secretaries report that secretarial salaries are too low and that higher salaries would provide a base for higher self-esteem and would force management to see a greater value in secretarial work.<sup>307</sup>

In 1972, only 31 percent of the secretarial respondents rated promotion opportunities as very important; in 1981, almost 60 percent found this opportunity factor very important. Unfortunately, opportunities were not seen as an improving possibility. In contrast, three out of four of the survey respondents indicated that the respect they demand is growing.<sup>308</sup>

Several studies in the early 1980s have presented the secretarial role in an improving light. Forty-five percent of secretaries work with only one manager.<sup>309</sup> Seventy-five percent of secretaries have been in secretarial work for more than 10 years.<sup>310</sup> Fifty-six percent of secretaries plan, as a long-range career goal, to remain in the secretarial profession.<sup>311</sup> Half of the employers responding to one survey felt that secretarial salaries are too low.<sup>312</sup> Sixty-nine percent of secretaries and fifty-one percent of employers felt that the most limiting factor in secretarial productivity was salary attainment; career path

advancement was the next most limiting factor.<sup>313</sup> Fifty-three percent of secretaries felt "very satisfied" with their jobs and another 34 percent felt "somewhat satisfied."<sup>314</sup> According to secretaries, managers could best improve secretarial productivity by communicating better, minimizing unnecessary interruptions, assigning work with enough time to meet deadlines, and keeping them informed on how their work fit into projects as a whole.<sup>315</sup> Managers and secretaries felt that offices could become more efficient through better organization of work flow, more of a secretary/manager team relationship, fuller use of the secretaries' abilities, more secretarial input into decisions affecting work, more automated equipment, and better wages and benefits.<sup>316</sup> Eighty-seven percent of secretaries reported that they were capable of handling additional activities, but the majority of them worked for principals who did not see the need to delegate additional work.<sup>317</sup> But in delegating, managers felt that the production of suggested replies to memorandums, reports, etc., was the most appropriate duty.<sup>318</sup> In companies with automated equipment, job efficiency has been improved.<sup>319</sup> And secretaries report a greater diversification of responsibilities with increasing automation.<sup>320</sup> Managers' opinions closely paralleled those of the secretaries in the concerns of automation; namely, the increasing need for training/instruction.<sup>321</sup>

The competent secretary, Lagana concludes, shares responsibilities in scheduling, prioritizing the work load, handling the telephone calls, the appointments and interviews, the correspondence, the project development and completion, and the performance assessments. Outlined, the responsibilities of the competent professional secretary very clearly associate the secretary with the boss, not with the staff, and describe many of the secretarial responsibilities in terms of "managing."<sup>322</sup>

Moistner reports that bosses are becoming happier since word processing is bringing their secretaries back to their offices and re-creating the executive/secretary team. This reestablished team concept is resulting too in more effective document creation instead of simply cheaper documents.<sup>323</sup> Gladdis also emphasizes the executive/secretarial team in her article on "The Professional Secretary: An Extension of Management."<sup>324</sup>

#### Technological Changes; The Office of the Future

As advancing technology has brought new equipment and new systems to the office, the Office of Tomorrow has become the Office of Today; the equipment has already been designed and developed and, in many cases, already installed. As the new office equipment becomes increasingly usable by office employees, productivity gains in the office will be

expected to exceed the productivity gains of the factory,<sup>325</sup> reversing past experiences and giving a new emphasis to the role of the knowledge worker.

Today, new jobs are being created as a result of the need to process more and more information. Of every five jobs in existence today, three are information-related. New emphasis is of necessity centered on the office because more workers are now processing information than are handling or fabricating materials. In short, "the essential characteristic of information technology is constant change."<sup>326</sup>

Vincent Giuliano<sup>327</sup> describes three stages of office organizational development: preindustrial, industrial, and information-age. The typical preindustrial office (a classification which includes most small and medium-sized offices today) is a system of handling work which is relatively unorganized. In these offices,<sup>328</sup>

. . . relationships between employees are usually good. Loyalty, understanding and respect play important parts in forging cohesiveness throughout the organization. Informal relationships enrich the formal ones. Workers are expected to pitch in to do what is necessary, regardless of their official job descriptions. Personal styles of work are allowed to develop and contribute to the enrichment of the organization's operations.

A variety of job activities is standard in the preindustrial office, helping to bring together the personal style of work and the opportunity for completion of entire

projects into a sense of individual employee wholeness. Sacrificed in the typical preindustrial office generally is a systematic work flow, efficiency, productivity, and the modern information technologies. The solution for work overload is hiring more help because productivity and efficiency are viewed as concepts that apply to factories.<sup>329</sup>

The organization of office work into a production line has been one response to the decline in effectiveness in the preindustrial office. Using the techniques of industrial production management which began with Frederick Taylor in the early part of this century and grew into the production assembly line, the industrial office is a system of segmented work flow from desk to desk. The fragmentation of task responsibilities leads to standardization of work and results in a lack of clear role identification by the worker, who has no sense of the overall task or how the system works.<sup>330</sup>

The industrial design of the office provided an answer to the needs of processing, incorporating the computer into a total system of office activities. As the computer promised efficiency, the industrial office systems were intended to contribute to increased productivity too. The cost, though, included (a) a need for work flow studies, (2) a job design for the office positions, (3) a means for work measurement, (4) a standardization of all aspects of work, (5) a need for synchronism resulting in the presence of all

workers at the same time and the flow of work in lockstep fashion, and (6) the creation of an employee as an extension of the machine.<sup>331</sup>

From the better aspects of the preindustrial and industrial office organizations, and with the elimination of the more negative effects, the "Information Age" office organization returned to person-centered new technology systems. New information machines are accessed through individual terminals now "paced to the resources of the people who use them," and the office work is desynchronized and takes place in a more social context.<sup>332</sup>

John J. Connell, executive director of the Office Technology Group, presents a concise response as the solution to the implementation of advancing technologies into the office system: "'By definition, the office is a place where information is processed and communicated. While the processing of information can be automated, it is in communication that human intelligence is added to processed information. The office of the future is one in which technology is used to augment human capabilities, not replace, not automate, but augment.'"<sup>333</sup>

The introduction of word processing equipment into offices in the 1970s split the traditional boss-secretary team, dislocating the secretary under the assumption that providing a work station and a word processor would insure an

increased specialization and thereby an increase in productivity; the end result would be a reduction of operational costs. The actual result, though, as Gregg researchers have pointed out, was that secretaries lost sight of the work flow and rationale for the tasks they were performing, and principals lost control over their work flow. Productivity was often lost when this "fracturing of office personnel" resulted in a decline in the secretary's loyalty to a primary individual and a stronger tie to an organization unfamiliar and insensitive to him or her.<sup>334</sup>

The opportunities for advancement defined through the career paths created in word processing centers have been recognized as both admirable and deceiving. The Gregg researchers have presented the supposition that word processing may have created a new "field" for clerical workers, mostly females, where their isolation may segregate them from the real power of the organization, keeping them "out of sight, out of mind, and off the backs of management." The researchers<sup>335</sup> propose the following solution for the office of the future today: "intersperse w/p centers with traditional office settings, easing the displacement syndrome while taking advantage of the technical assistance."<sup>336</sup>

#### Organizational and Position Considerations

Since the office is conceptualized from the

situational position of the individual, it has been given a variety of organizational chart positions. According to Roe,<sup>337</sup> early systematic study of management and administration gave sales, production, and finance divisions autonomous organizational identity; coordination of the organizational units flowed from the autocrats at the top of the firm downward. The responsibility of office personnel was to implement the orders or commands as passive agents, acting as a connective link between the decision makers at the top and the lower participants of the organization. But with the increased use of computer technology, the office became an important decision-making subsystem linking the other specialized units of the complex organizations. Consequently, office personnel became involved with the management of information, assuming the responsibilities for maintenance and use of information. In many cases the clients of the organization viewed the office employees as the organization.

Position ranks within organizational structure have been consistently correlated with job satisfaction.<sup>338</sup> Prestige resulting from the awarding of merit by the general public, friends, family, and other organizational associates is a factor in job interest, job satisfaction, and general morale: managerial workers rate highest; supervisors and foremen are followed by white-collar and skilled workers, and

semiskilled and unskilled workers are rated lowest. Consistently, advancing rank from secretarial positions has been nonexistent in itself; advancement has been associated with the position or promotion of the principal to whom the secretary is assigned, a traditional line movement with a tailgate effect for the secretary--generally no change in title or responsibilities, often no increase in salary, frequently a change in prestige status only.

The secretary is the greatest status symbol of all time, notes Stern, often being the most apparent indication of executive rank or status. In fact, Stern comments, rank can often be determined by the number of people with whom an executive shares a single secretary. In many organizational environments, assignment of a personal secretary is "the attainment of a new plateau in the climb to success."<sup>339</sup>

Kanter does not view secretaries as a display group for "women" but as a collective reflection of a group of people "whose strategies for achieving recognition and control are constrained by the social organization of their job."<sup>340</sup> In essence, the desire for changes in their involvement with their secretarial jobs is hindered by the social organizational roles they hold. From the "function" of secretary, Kanter finds these basic work attitudes: parochialism, timidity and self-effacement, praise-addiction, and emotionality. He concludes, then, that the outgrowth of

these developing attitudes is "a tendency for secretaries to narrow their interests and involvements, to fail to see beyond the bounds of their own small locale in the organization or to understand their job in terms larger than their personal relationship with a boss."<sup>341</sup> The jobs, the work loads, the reward structure, and the organizational role all reinforce these tendencies.

In bemoaning the lack of initiative of many secretaries and the failure to demand change, Kanter describes the classical nature of secretarial rewards:<sup>342</sup>

The emotional-symbolic nature of rewards in the secretarial job, the concern of some bosses to keep secretaries content through "love" and flattery . . . and the continual flow of praise and thanks exchanged for compliance with a continual flow of orders--all of these elements tend to make some secretaries addicted to praise. Praise-addiction is reinforced by the insulation of most secretaries from responsibility or criticism: their power is only reflected, the skills they most exercise minimal, and authority and discretion is usually retained by their bosses. . . . Thus, many years in a secretarial job, especially as private secretary to an executive, tend to make secretaries incapable of functioning without their dose of praise.

Further, Kanter maintains, the emotionality displayed by many secretaries is one effective means of gaining what is desired because the boss-secretary power structure is not weakened; the boss remains the strong one, the secretary the weak and helpless. Control of gossip is another means of gaining power in secretarial jobs, but again it is a stereotypic activity of the female gender.<sup>343</sup>

A career based on outstanding technical skills is often a valid and acceptable achievement in the secretarial field. But Stern has emphasized the ineffectiveness resulting from the drop in motivation as an outgrowth of declining contentions that an employee can accomplish more and be rewarded for it in terms of compensation and position.<sup>344</sup>

Hilliard describes a managerial-secretarial team of principal and secretary as an effective means of allowing business to be conducted as expeditiously and efficiently as possible. The principal has the ultimate authority and responsibility for leadership; with this responsibility (defined by job position and description) is the assumption of blame for the impairment of output in the office. The solutions suggested by Hilliard begin with the viewpoint that the problem is shared between the members of the team, the principal and the secretary.<sup>345</sup>

#### Name and Title Changes

For at least 500 years, the word "secretary" has held the same technical meaning. From the Latin word for "secret," the term "secretary" originally meant "one entrusted with the secrets or confidences of a superior." There is an implication then in the meaning of the word from its initial use through the Latin secretum, the Middle Latin secretarius, and the Middle English secretarie to today's

secretary that there is a special relationship between the secretarial employee and the superior which offsets the organizational hierarchical position of the supervisor.<sup>346</sup>

Mish, editorial director for Merriam's Third New International Dictionary, explains that "it is not unusual for a common word to maintain its original significance throughout its whole history. Many words from the Old English period, which ended around 1100, have developed additional meanings while retaining their original meaning. This is the case with 'secretary.' . . ."347

From the Middle English period in which the term "secretary" carried forward its initial meaning, the French word "secretarie," used from the 13th to the 16th century, meant a confidant, but the added meaning of "someone who transcribes or arranges for another" has led some to think "that the first sense of 'secretary' was as a ghost writer."<sup>348</sup> If so, the hidden meaning is still applicable, for many modern secretaries perform ghost services for their principals.

Samuel Johnson described a secretary in his 1755 dictionary as "one entrusted with the management of business; one who writes for another."<sup>349</sup> And in 1806, Noah Webster defined the secretary as "one who writes for another in business."<sup>350</sup> By 1847, though, the definition had expanded to include the recording aspects of the activities in

addition to the responsibilities of writing, and the differentiation was distinct between the writing and recording secretary and the "officer" in the business organization or department of government.

Webster's New Collegiate Dictionary now defines "secretary" as "one employed to handle correspondence and manage routine and detail work for a superior" and continues the delineation of the recording and writing secretary and the officers of a business or government.<sup>351</sup> Mish reveals that writers' notes in his files on the word "secretary" often include references to the fact that there is a connotation in the word when it is used as "a writer and recorder" that the secretary is female, and when it is used as an "officer" that the secretary is male. Unfortunately, the possibility for eliminating this sexual bias in using the term is nil. Mish notes that "we have almost no synonyms for 'secretary.' Words come into the English language from many sources, and these words are frequently added as synonyms to an existing word. In Webster's Collegiate Thesaurus, some words have dozens of synonyms, but 'secretary' stands alone."<sup>352</sup>

The purpose of The National Task Force on the Image of the Secretary is to emphasize the secretary's position as a professional office worker. This purpose is given dynamic momentum in the Task Force efforts in expounding on "the belief that unless society replaces the secretary's negative

'servant' image with a realistic image of a person who performs a responsible, dignified function in the office team, the secretarial position as such will die."<sup>353</sup>

Miller Collins, manager of the office products division of IBM, has bluntly described the impending secretarial disaster from the viewpoint of educational training, which is perpetuating the current traditional role of the secretary: "If secretarial programs are not 'desexed' and reoriented to professionalism, they will be 'like a ticket--void if detached.'"<sup>354</sup>

Kruk has a deep concern for the increasing scarcity of qualified office personnel. He points out that there is a very clear refocusing of attention in the traditional secretarial role from productivity to professional effectiveness. He contends that the title "secretary" is "a feminist, derogatory term," and he feels that the quality of students in the secretarial programs in the nation's schools will continue to decline until we can effectively compete with the programs which students see as being "more professional and prestigious" with more clearly defined career opportunities. He emphatically states that the attraction of men to secretarial programs is not possible as long as the term "secretary" is used to describe the person filling the position.<sup>355</sup> There is hope for a role change, though, from the increasing use of technologies, which, in

turn, are demanding changes in office routines and creating new positions with different titles.

The Gregg researchers maintain that many people believe that the word "secretary" has become a title for something bad and that "only when it is changed to something else will it once again command respect. And when secretaries sense that employers are respecting their position more, they in turn will respect themselves and their capabilities more."<sup>356</sup>

Molloy, author and image consultant, predicts that the new role and title for the secretary will be "executive assistant with technical skills."<sup>357</sup> Marcus, president of the Sloan Personnel Agency, points out that more secretaries now prefer to be called "administrative assistants" than "secretaries." He feels that "changing the title is not the panacea, but a beginning."<sup>358</sup>

#### SUMMARY

There is both a strong indication from the related literature and ample evidence from previous research studies that organizational theory can form a base for the study of secretarial roles. While many theories of the several schools of management and organizational study have relevance, Etzioni's Compliance Theory relates the role participant (in this case, the secretary) to the organization. Additionally, the organizational role of the

Compliance Theory is not studied in isolation but is seen as a part of the social environment of which the organization is a part. Through the involvement of the secretaries, the impact of social issues is brought into relevance. And through the organizational unit power, the role of the secretary is reflected as a component part of the organization. The correlates of the Compliance Theory which have been researched in other studies supplement the basic premise of the theory itself and provide enriching applications for the study of the role of the secretary in the organizational environment.

CHAPTER III  
DESIGN, METHODOLOGY, INSTRUMENTATION

## OVERVIEW

While the major intent of this study was to collect data to describe the contribution of administrative support service units in organizations through the determination of a compliance type of secretary and his or her associated principal, the absence of suitable instruments to assess the involvement and power constructs to effect this determination gave rise to the prerequisite development and design of usable surveys. The description and design of the research and instruments and their development, testing, and employment are component sections of this chapter. The collection of the data was followed by analysis to effect the determination of compliance; a detailed reporting of these activities precedes the chapter summary.

### OPERATIONAL STATEMENT OF THE PROBLEM

Two prime considerations demanded attention in planning for the collection of needed information:

- (1) In order to determine compliance type, classifications of secretarial involvement and the power exerted by the elite were necessary.
- (2) The compliance determination was needed to ascertain whether a contribution was being made to organizational effectiveness as well as in

the determination of a possible dual-compliance structure.

#### DESCRIPTION OF THE RESEARCH METHODOLOGY

Several different methods of data collection were given consideration for the study before a decision was made to employ survey research methodology. Survey research is used extensively in the social sciences, and the decision to collect data for this study through this method was made (1) for the increased value of objective empirical data and (2) for efficiency in terms of volume of information collected as well as time, money, and energy.

Kerlinger has described the requirements for survey research as rigorous sampling, clarity of the research problem, the overall design of the study, the implementation of the design, and the analysis of data. For the increased amounts of data needed for the testing of hypotheses, he notes, survey research is demanding in time, money, and energy but more practical and efficient.<sup>359</sup>

Best tells us that descriptive research is what is. Description, recording, analysis, and interpretation of conditions that exist are component parts of descriptive research.<sup>360</sup>

While the primary purpose of descriptive research is "to describe systematically the facts and characteristics of a given population or area of interest, factually and

accurately," it is qualified in that "it does not necessarily seek or explain relationships, test hypotheses, make predictions, or get at meanings and implications, although research aimed at these more powerful purposes may incorporate descriptive methods."<sup>361</sup>

Van Dalen identified three categories of descriptive research: (1) survey studies, (2) interrelationship studies, and (3) developmental studies. He noted that research studies may fall exclusively within one of these categories or may encompass more than one.<sup>362</sup>

Data were collected for this descriptive study through the use of survey instruments, used as a substitute for the interview. In endeavoring to find interrelationships, the study was expanded to include analyses of demographic organizational and respondent variables with the independent variable, the compliance classification. Still the goal of classification and the strength of the categorical determination remained paramount in order to give priority to the status description of the secretarial administrative role, expanded to include the descriptive clarifications and implications of the compliance theory variables previously empirically correlated.

Throughout, care was extended to overcome the weaknesses of survey descriptive research noted by Kerlinger

(sampling error, inadequate preparation for instrument development and collection of the data and its analysis, and response bias)<sup>363</sup> and Isaac (the lack of formulation of clear and specific objectives and the relating of the data-gathering procedure to the objectives, sample selection errors, data analysis planning, and bias in the structure of the data-collecting devices).<sup>364</sup>

### RESEARCH DESIGN

The classification of the compliance types was possible through the determination of the involvement of the secretaries, the lower participants in the administrative units of organizations, and the power exerted by the principals, the elites of the organizational administrative units.

The development of suitable instruments for data collection involved an exhaustive literature and research review. No appropriate research instruments were located, although the researcher reviewed questionnaires of related studies (most of which were exclusive instruments suitable only for compliance determinations for selected groups of lower participants or selected categories of organizations) and published tests/instruments/questionnaires, including the Minnesota Importance Questionnaire, the Minnesota Job Description Questionnaire, the Minnesota Satisfaction Questionnaire, the Ideal Leader Behavior Description

Questionnaire, the Job Description Index, the Leadership Opinion Questionnaire, the Leadership Practices Inventory, the Commitment to Values Index, and the Supervisory Inventory on Human Relations. A number of these instruments measured the correlates of compliance theory; none measured power and involvement directly. No instrument approached the determination of power; job satisfaction was considered as a possible measure for lower participant involvement, but rejected.

Job satisfaction is not an effective indicator of involvement because, as Etzioni pointed out, (1) it correlates less well with the orientation of lower participants than with other indicators and (2) it refers to variables other than orientation to the organization alone. Etzioni explained:<sup>365</sup>

. . . For example, it reflects the degree of satisfaction one has with one's line of work, or occupation, not just with the particular job in the particular organization. The value of this indicator for our purposes is particularly limited because aspects of the organization other than its directives, sanctions, and representatives affect job satisfaction, and it is these aspects which have been defined as the object of involvement in the organization. We use job satisfaction only when no other information on involvement as here defined is available in the studies. . . .

Consequently, job satisfaction factors were eliminated as possible survey items except where explicit emphasis could be given to particular jobs and a deemphasis on the secretarial career. Inasmuch as job satisfaction is

a concept broader than orientation to the control structure alone, it was not a preferred measurement. However, the job satisfaction research and literature acted as a tentative clue to the nature of involvement in the organizations.<sup>366</sup> But these arguments precluded the possible use of satisfaction instruments for secretarial involvement measurement.

The literature and research examinations resulted in the basic input of power and involvement indicators; currently employed secretaries and members of a panel of experts offered additional indicators and provided a categorical classification of the indicators on a compliance theory basis.

After the pilot study justified the worth of the instruments as practical measurements of power and involvement, the administration to North Carolina secretaries resulted in the formation of a data base. The compliance determinations followed the survey analysis.

#### INSTRUMENTATION

Compliance research is an attempt to determine organizational effectiveness from the suitable or insuitable coordination of organizational power and participant involvement. The determination of this power and this involvement empirically is of paramount importance; it must be possible to quantify and compare what is reported, to

determine what is meant by the responses so that the categorical classifications of power as coercive, remunerative, or normative and of involvement as alienative, calculative, or moral are achieved with measured meanings rather than mere spontaneous linguistic output (responses to direct stimuli questions). The research data needed were (1) a determined administrative power and a determined participant involvement for the lower participants (the secretaries) in administrative units and (2) a classification of the power and the involvement. The classification scheme is the skeleton of the compliance theory, previously tested and proven. The organizational power and participant involvement determinations were observed in such a way as to provide a meaning for the final description of each administrative unit as either congruent or incongruent.

From a review of the literature and research studies relevant to compliance classifications, a list of "Indicators of Organizational Power Suggested by the Literature" (see Appendix B, page 319) and a list of "Indicators of Participant Involvement Suggested by the Literature" (see Appendix B, page 321) were compiled.

Approval was obtained from the administrators of Asheville-Buncombe Technical College, a two-year post-secondary institution of the community college system of North Carolina, to request information from 1976-1982

graduates of the secretarial science program currently employed in administrative support services areas. (See Appendix A, pages 284-289, 295 and Appendix D, pages 356-358.) Graduates currently employed but holding the Certified Professional Secretary rating were excluded to allow for their later participation in the major data collection process. To insure that the Certified Professional Secretaries had been excluded, the questionnaire itself instructed the graduate to return an unanswered questionnaire if all parts of the Certified Professional Secretary's examination had been successfully completed and the rating had been granted. Additionally, any graduate receiving a questionnaire was instructed to return it without response when unemployed or employed in a position other than secretarial support. (See Appendix C, page 342.)

Graduates from the secretarial science program at Asheville-Buncombe Technical College were selected for completion of the open-ended questionnaire (the "Graduate Secretarial Associate Survey"; see Appendix C, page 342) because of the investigator's personal acquaintance with them and their educational backgrounds and employment status. For their participation in the preparation of the survey instrument itself, they provided input which was known to be relevant and appropriate; formal selection of participants was thus eliminated at the predevelopment stage of the actual

survey instrument. Further, the additional input was compiled with the other indicators before becoming a part of the expert panels' classifications of indicators and the pilot study survey instruments. The pilot study survey instruments were tested for reliability and validity before their use in the actual full data collection process.

The responses from the secretarial science graduates were compiled as "Indicators of Organizational Power Suggested by the Currently Employed Graduate Secretarial Associates" and "Indicators of Participant Involvement Suggested by the Currently Employed Graduate Secretarial Associates." (See Appendix B, pages 320, 323.)

Isaac has suggested that the development of good objective questions should be enhanced by administering open-ended forms of the questions to a small sample of subjects representative of the population on which the survey is to be made. "These more lengthy answers provide the data from which objective-type answers are derived."<sup>367</sup>

Through the use of Lee's<sup>368</sup> profile of the typical noncertified secretary in comparison with the typical Certified Professional Secretary and the research conclusion that Certified Professional Secretaries and nonCertified Professional Secretaries are more alike than different, the input from noncertified graduate secretaries provided reliable data while not depleting the Certified Professional

Secretarial population planned for use in the full study to follow.

Combined with the literature indicators, the secretaries' indicators became another basic component of the classification scheme provided to the two panels of experts selected for their knowledge of organizational theory, acquaintance with relevant organizational participants (secretaries and/or principals), and/or particular knowledge of organizational power or supervision of lower participants. (See Appendix D, pages 359-362.)

Ten expert panel members were asked to separate the power indicators, placed on index cards, into four categories: coercive power, remunerative power, normative power, and undecided. An introductory card with Etzioni's definition of power preceded lead cards for each power category, which, in turn, were appropriately labeled and included Etzioni's definitions for coercive power, remunerative power, and normative power. The instructions were presented in written form (also on index cards) for procedural consistency. (See Appendix B, pages 343-348.) A letter of transmittal to each panel members was included in the package. (See Appendix A, pages 298-302.)

Each of ten expert panel member selected to classify the involvement indicators was asked to separate the indicators, placed on index cards, into the four categories

of alienative involvement, calculative involvement, moral involvement, and undecided. The types of involvement were defined on the lead cards and preceded by a card with Etzioni's definition of involvement. The instructions were presented in written form for procedural consistency. (See Appendix B, pages 343-348.) A letter of transmittal to each panel member was included. (See Appendix A, pages 298-302.)

The activities of the panel experts did not overlap; those who classified the power indicators did not classify the involvement indicators and the involvement classifiers were not asked to categorize the power indicators, thus limiting any overlapping of the constructs of power and involvement as the indicators were being classified. Each panel member compiled the categories independently and without resorting to additional input from written or oral sources. The panel members returned the indicators in stacks with rubber bands encircling each divided category; the lead card placed on the top of each stack identified the expert's categorical classification of the following indicators.

Through the use of the indicators from categories with majority agreement of panel members, the major survey instruments were designed by matching questions with those selected indicators which were the most logical responses. (See Appendix B, pages 324-338.) Additionally, intensive

consideration was given to the use of responses (indicators) which addressed current issues in the secretarial field. For example, the indicator "union membership" was selected as a response choice in view of the status of office workers as the employee group providing the strongest growth potential for union expansion effort. "Production quotas" was selected as an indicator as a result of the strong connection production measurement has with word processing, with which, for the first time in the office environment, productivity has been measured with a significant degree of success.

With an already predetermined need to assess in some way the depth or strength of the power and involvement of the administrative relationships in connection with the possible classifications, a wide range of item inquiry forms was considered. The final choice was a style providing for a two-step response decision. As an initial choice, the first step narrowed the respondent's thoughts to a possible domain within which the chosen response was found, requiring that the respondent give separate consideration to the extreme parameters of the chosen response. For example, in selecting the remunerative power indicator "salary manipulation" as a most appropriate answer, the respondent was "forced" to give consideration to both the coercive power indicator "verbal abuse" and the normative power indicator "understanding, loyalty, respect."

These possible categories of responses were termed "response subsets." For power, they were (1) coercive-remunerative, (2) remunerative-normative, and (3) normative-coercive. For involvement, they were (1) alienative-calculative, (2) calculative-moral, and (3) moral-alienative.

The second step in the response activity required the respondent to indicate the possibility for the indicator in contrast to the comparative response of the alternative indicator in the subset.

The response style was selected after a review of the semantic differential as a measurement tool. (The semantic differential itself was employed as a means of measuring attitudes in connection with the scope of military organizations; scope is a correlate of organizational compliance. The study was conducted by Randell in 1962.<sup>369</sup>) While the basic style of the semantic differential was employed, the ideas of researching meanings were focused on through the elaboration and contrast of response indicators as opposed to the direct response to "power" and "involvement." The approach was indirect as an attempt to avoid suggesting responses and to encourage greater consideration to the stimuli questions and alternative responses while also overcoming the identified drawback of comparing the output of semantic differential responses.<sup>370</sup> Additionally, the instrument item content restricted

particular situational foci and allowed for the meanings to be derived from the experiences--broad or particular--of the respondents.

Two major survey instruments were designed by the researcher: (1) the "Secretarial Associate Compliance Survey Instrument" and (2) the "Principal's Compliance Survey Instrument." (See Appendix C, pages 349-350, 353.)

Four questions on each test were questions of organizational power used or most likely to be used by the power elite, the principal, in the manipulation or control of the lower participant, the secretary. The following four questions on each test asked the respondent to select indicators of the involvement of the lower participant, the secretary, in the administrative unit.

To discourage the development of a response pattern, the indicators were crossed in a varying pattern. For the four power questions of each test, the patterns were:

Power Determination Question 1--

coercive                :     :     :     :     :     :     remunerative  
indicator            3    2    1    0    1    2    3 indicator

remunerative          :     :     :     :     :     :     normative  
indicator            3    2    1    0    1    2    3 indicator

normative               :     :     :     :     :     :     coercive  
indicator            3    2    1    0    1    2    3 indicator

Power Determination Question 2 (Reverse of Question 1, Right to Left)--

remunerative  $\frac{3}{3} : \frac{2}{2} : \frac{1}{1} : \frac{0}{0} : \frac{1}{1} : \frac{2}{2} : \frac{3}{3}$  coercive  
indicator indicator

normative  $\frac{3}{3} : \frac{2}{2} : \frac{1}{1} : \frac{0}{0} : \frac{1}{1} : \frac{2}{2} : \frac{3}{3}$  remunerative  
indicator indicator

coercive  $\frac{3}{3} : \frac{2}{2} : \frac{1}{1} : \frac{0}{0} : \frac{1}{1} : \frac{2}{2} : \frac{3}{3}$  normative  
indicator indicator

Power Determination Question 3 (Reverse of Question  
1, Bottom to Top)--

normative  $\frac{3}{3} : \frac{2}{2} : \frac{1}{1} : \frac{0}{0} : \frac{1}{1} : \frac{2}{2} : \frac{3}{3}$  coercive  
indicator indicator

remunerative  $\frac{3}{3} : \frac{2}{2} : \frac{1}{1} : \frac{0}{0} : \frac{1}{1} : \frac{2}{2} : \frac{3}{3}$  normative  
indicator indicator

coercive  $\frac{3}{3} : \frac{2}{2} : \frac{1}{1} : \frac{0}{0} : \frac{1}{1} : \frac{2}{2} : \frac{3}{3}$  remunerative  
indicator indicator

Power Determination Question 4 (Reverse of Question  
2, Bottom to Top)--

coercive  $\frac{3}{3} : \frac{2}{2} : \frac{1}{1} : \frac{0}{0} : \frac{1}{1} : \frac{2}{2} : \frac{3}{3}$  normative  
indicator indicator

normative  $\frac{3}{3} : \frac{2}{2} : \frac{1}{1} : \frac{0}{0} : \frac{1}{1} : \frac{2}{2} : \frac{3}{3}$  remunerative  
indicator indicator

remunerative  $\frac{3}{3} : \frac{2}{2} : \frac{1}{1} : \frac{0}{0} : \frac{1}{1} : \frac{2}{2} : \frac{3}{3}$  coercive  
indicator indicator

For the following four involvement questions on  
each instrument, the crossings followed the same pattern.

Power and involvement questions were not  
intermingled to preserve the independence of the two  
constructs. But the power questions were separated from the  
involvement questions, and then random selection provided  
assignments by question number.

The compliance questionnaire items were limited to

an address of the involvement and power variables in the absence of alternative situational suppositions. For example, to avoid introducing a bias in response to one particular possible event, the question of "What would be your reaction to additional organizational unit responsibilities?" was used instead of "If your organizational unit were operating beyond budget allotment, what would you require in order to be persuaded to assume additional responsibilities?" The former question omits the particular situation while addressing the reaction to added duties, an involvement indicator. Similarly, the question "What would be the most likely reason for your departure from this organization?" was used as opposed to a situational question introduced by such "if" clauses as "If you could afford to . . ." (a bias against a calculative response), "If your spouse were transferred . . ." (a bias for a coercive response), etc.

Additionally, the major questionnaire items particularly avoided the addressing of questions of the compliance theory correlates themselves since they were addressed separately in the "CPS/Administrative Unit Demographic Profile Instrument."

The three possible response subsets in each question were each scaled, but the scaled values were not shown on the survey items. (See the pattern descriptions

above with the scaled values shown.) The scale values for each set of paired indicators remained the same even though the individual items were crossed in the varying pattern. With zero (0) as the center point and the middle blank, the remaining blanks were valued at 3, 2, 1, 1, 2, and 3.

The profile questions for the organizational unit description and the individual profile items (included in "The CPS/Administrative Unit Demographic Profile Instrument"; see Appendix C, pages 351-352) were composed after the review of the literature of compliance studies and related correlates. The possible correlation of selected information with the compliance types identified by the principals and secretaries was the primary consideration given for inclusion in the data collection. These demographic instrument items were either objective or scaled items with alternative responses provided for selection. Miller's suggestions for questionnaire organization and question formation were adhered to, including the order of questions, the difficulty of questions, the types of questions, word selection, and respondents' interests and ego protection, and techniques for increasing response rates.<sup>371</sup>

The questions of the compliance correlates were addressed from two directions--the six questions included on the "Secretarial Associate Compliance Survey Instrument" and the thirty-five questions composing the entirety of "The

CPS/Administrative Unit Demographic Profile Instrument." Specifically, Question B on page 1 of the "Secretarial Associate Compliance Survey Instrument" sought to establish the relationship between compliance and the concomitant division of labor in the office. The other five demographic questions of this survey instrument (AA-EE) elicited data to determine possible significant characteristics of the identified secretaries in relation to their compliance classifications. The questions of the "Secretarial Associate Compliance Survey Instrument" were presented to all of the secretaries in the administrative units where a Certified Professional Secretary held a secretarial position. "The CPS/Administrative Unit Demographic Profile Instrument" was distributed only to the Certified Professional Secretaries.

After a review of the literature and research on the correlates of compliance, a question or questions was composed to collect data to address directly each correlate. (Some of the correlates were proposed at the time of introduction of the compliance theory; these correlates and a selected few others which have been added have been studied in research devoted exclusively to them as variables and/or have been included in related research studies subsequently and are therefore justifiably employed here. Some organizational characteristics and the demographic variables of social organization have been linked to compliance in

unsubstantiated relationships; these variables or the proposed relationships have not been established as significant and have therefore not been included.)

Question 1 of "The CPS/Administrative Unit Demographic Profile Instrument" addressed the goal correlate. Questions 2, 3, and 4 sought information on the elites of the organization and their relative power (in comparison to other organizational elites) and their degree of cooperation with other organizational elites. Continuing to assess the role of the elites, but more specifically that of the principal in the administrative unit, Questions 5 and 6 focused on the nature of the activities controlled and the source of power (to provide for a description as either an "officer" or a "leader"). Finally, the separation of the administrative unit from the total organization resulting from the acceptance of organizational standards or the establishment of separate standards by the elite for the subcollectivity was addressed in Questions 7 and 8. Questions 9 through 13 sought to compare the leadership of the administrative elites (the principals) with the lower unit participants (the secretaries); both the instrumental activities and the expressive activities were given consideration, and the identification of an informal leader was a contingent possibility. The formal versus informal leadership controversy introduced the charisma correlate, which was

directly approached in Question 14. The degree of consensus (agreement) with general values, organizational unit goals, organizational unit means, expected participation, performance obligations, and cognitive perspectives was assessed in Questions 15 through 20. A prevalent type of communication and directions of communication flow in the administrative units were subjects of Questions 21, 22, and 23.

Organizational recruitment criteria were addressed in Question 24 and the very closely related topic of socialization (instrumental or expressive, amount, formal versus informal) was presented in Questions 25, 26, and 27. Saliency was assessed from the determination of priority of the family in comparison to the secretarial career (question 28). Two questions on the extent of organizational scope (Questions 29 and 30), one question on pervasiveness (Question 31), and two questions on cohesion (Questions 32 and 33) were asked as logical indicators of a correlation both with the involvement and power aspects of compliance. Compliance specialization was directly addressed in Question 34 while the opposite, broadening, was the correlate of interest in Question 35.

#### PILOT STUDY

Following review and refinement, the questionnaires were delivered and distributed to Certified Professional

Secretaries attending a regular meeting of the Greenville, South Carolina, chapter of the Professional Secretaries International association. An explanation of the research activity was given by the researcher, but instructions were limited to procedures; written survey instructions were independent of the oral explanation. The secretaries completed the "Secretarial Associate Compliance Survey Instrument" before completing "The CPS/Administrative Unit Demographic Profile Instrument" and before leaving the meeting. These were sealed in envelopes (but not returned to the researcher) before the discussion of proposed and suggested changes, additions, subtractions, clarifications, and procedures for the continuation of the study.

As a test of validity, the Certified Professional Secretaries completed a two-item questionnaire which posed the questions of power and involvement directly. (See Appendix C, page 354.) Later, these instruments (or a similar instrument in the case of the principals) were distributed through the Certified Professional Secretaries to all other participants in the pilot study.

The Certified Professional Secretaries were asked to take the "Principal's Compliance Survey Instrument" to their supervisors for completion. Instructions were included with the questionnaire, and the Certified Secretaries were asked to elaborate further on the procedural activities when

it was necessary when delivering the survey instrument; they were also encouraged to explain further the purpose and goals of the study to supplement the transmittal letter which accompanied the principal's questionnaire.

The secretaries received the printed procedural instruction sheet and an explanation concerning Items 3 and 4. (See Appendix A, page 312.) The additional materials needed for completing all of the steps listed on the management sheet were determined for each Certified Secretary and distributed.

The remaining activities of the pilot study were completed by the Certified Professional Secretaries individually. These activities paralleled those of the full study.

When the supervisors' questionnaires were returned to the secretaries after being sealed in envelopes by the principals, they were paired with the matching secretary's sealed envelope and returned to the researcher by mail.

A postcard was left with each Certified Professional Secretary to be returned separately after the questionnaire package had been mailed. (See Appendix A, page 315.) This technique allowed for continual follow-up to nonrespondents while insuring anonymity. A follow-up card was sent two weeks after the meeting at which the research material was distributed. A telephone call was placed to

each of those who still had not responded two weeks after the card mailing.

Twenty-one Certified Professional Secretaries served as survey participants and received research questionnaires at the Greenville, South Carolina, Professional Secretaries International meeting in February 1984. Along with their non-CPS co-workers, these Certified Professional Secretaries returned thirty-six survey sets (secretarial plus principal questionnaires). These returns provided the data base for the analysis of the survey instruments themselves as suitable for use in further study of compliance relationships in the office.

One month after the distribution of the research instruments in Greenville, 86 percent (18 of 21) of the expected returns had been received. The follow-up reminder card then brought an additional two sets of surveys. The total 95 percent return (20 or 21 Certified Professional Secretaries responding) was considered a significant contribution to the pilot study data base.

Eighty-six percent of the survey sets included the comparison survey. For those returning the comparison survey, seventy-eight percent reported the power classification in agreement with the power reported on the major questionnaire, the "Secretarial Associate Compliance Survey Instrument." (See Appendix C, page 354.) Eighty-

three percent reported the involvement on the comparison survey in agreement with the reported involvement on the "Secretarial Associate Compliance Survey Instrument."

The twenty Certified Professional Secretaries in the pilot study who returned the major questionnaire, the "Secretarial Associate Compliance Survey Instrument," reported either remunerative (3 of 20, 15 percent) or normative (17 of 20, 85 percent) power. However, all twenty reported their involvement as moral. Therefore, for the CPSs reporting normative power and moral involvement (Cell 9; see Table II-1 on page 43), congruency was indicated. Incongruency was the indication of Cell 6, where the other three CPSs reported remunerative power and moral involvement. Two of the four certified secretaries whose comparison survey classifications did not match the major survey classifications reported congruency in the comparison survey classification (Cell 5, remunerative-calculative).

All twenty of the Certified Professional Secretaries returned survey questionnaires from their principals (the "Principal's Compliance Survey Instrument, see Appendix C, page 353). All of the principals reported normative power and moral involvement (Cell 9). From the principals' classifications, then, full congruency was assessed in all of the administrative units. In contrast with the full agreement of the principals among themselves,

however, the principals agreed with seventeen (83 percent) of the CPS cell classifications and disagreed with three (17 percent) of them. One of three principal-CPS classification disagreements was one of the four CPS major survey-comparison survey classification disagreements, but the comparison survey classification did not agree with the principal classification either.

Sixteen noncertified secretaries returned surveys (the "Secretarial Associate Compliance Survey Instrument"), which were paired with the certified secretaries from the same administrative units. Three of the sixteen noncertified secretaries were from the same administrative units as one other noncertified secretary, and one of the sixteen noncertified secretaries was from the same administrative unit as two other noncertified secretaries. Of the first eleven noncertified secretaries matched with the twenty certified secretaries, ten (91 percent) reported normative power and moral involvement and congruency (Cell 9); the other reported remunerative power and moral involvement (Cell 5) and, as such, incongruency. Eighty-two percent (9 of the 11) reported classifications which were in agreement with the classifications of the Certified Professional Secretaries in the same administrative units.

Of the four secretaries who were working as "second" noncertified secretaries in an administrative unit,

all (100 percent) agreed with the "first" noncertified secretary of the unit and three of the four (75 percent) agreed with the Certified Professional Secretary in the same unit. For the three instances where noncertified secretaries were in agreement with the certified secretaries in their units, the power classification was normative and the involvement classification was moral, resulting in congruency in Cell 9; for the one in disagreement, the power was classified as normative and the involvement as moral (Cell 9), but the CPS in the unit classified the power as remunerative and the involvement as moral (Cell 6) in the major survey and the power as remunerative and the involvement as calculative (Cell 5) in the comparison survey. In any case, there was no agreement between the "second" noncertified secretary of the unit and the Certified Professional Secretary of the unit.

In the one administrative unit where a "third" noncertified secretary was matched with a "first" and "second" noncertified secretary and with a Certified Professional Secretary, the reported congruency of Cell 9 (normative power and moral involvement) was consistent with the Cell 9 classification of all the others in the unit.

From the returns of the sixteen noncertified secretaries, congruency was found in 94 percent (15 of 16) of the cases. There was 81 percent (13 of 16) overall agreement

of the cell classifications of the noncertified secretaries with the cell classifications of the certified secretaries in the same units.

When the classifications of all of the secretaries were compared with the classifications of the principals in the same administrative units, there was an 89 percent agreement (32 of 36) and a complementary eleven percent disagreement (4 of 36).

The Demographic Profile Instrument returns from the Greenville chapter were perused for misinterpretation of questions. The results were tabulated and reviewed for discrepancies in expected responses based on the power/involvement cell classifications of the respondents. (See Table E-1 on page 368.)

A review of reliability and validity indicators affirmed the appropriate use of the congruence determination instruments. The comparison factors, in all overall cases above 80 percent, were thought to be an indication that the instruments were adequate for their intended uses.

#### SELECTION OF THE PARTICIPANTS

While not restricting the dimensions of the subunit of the organization itself, the definitive position roles of the principals and secretaries gave identities to the administrative units of organizations, allowing for the minute unit relationship of one principal/one secretary as

well as more complex units of more than one principal/one secretary and/or one principal/more than one secretary.

The study approach, as Etzioni insists,<sup>372</sup> was through the lower participants of the organizations--in this case the secretaries, the lower participants of the administrative subunits of the organizations. It was the research goal of the study to describe both (a) the involvement of the lower participants, the secretaries, and (2) the power applied to the lower participants, the secretaries.

In the approach of the study to the secretary as a component of the administrative units of organizations, the units (subunits of the organizations) were defined by the definitions of "secretary" and "principal" as the lower participants and the elites of the administrative units. The universe of possible study participants encompassed all organizational members identified by the cross relationships of the secretaries and the principals. In logical thought, the universe became all organizational administrative units with secretaries. The identity of the secretaries in the universe could not be established without the identification of the organizations in which they were participating. As Etzioni has agreed, the identification of the universe of organizations is not possible from sheer number considerations.<sup>373</sup> Further, the identification of the

administrative unit through the defined principal-secretary relationship focused on the intent of the study--a description of the secretarial relationship (role) in the organizational administrative unit. The description and resulting classification of each role were the means for determination of the compliance of the role participant with the organization.

The use of compliance theory as the research base was consistent with the intention to determine the classification of a secretary's role in an organization and the resulting congruence status of that determined role. Therefore, the selection of the participants was not restricted by absence of a defined universe of either organizations or organizational secretaries.

While the major thrust of compliance study is organizational comparisons (or subsystem comparisons), the employment of lower participants as the primary particular of the classification of the organizations brings the role of these lower participants into paramount importance. Etzioni's compliance definition emphasizes the dual aspect of compliance study through the importance of the subordinate's role:<sup>374</sup>

Compliance is a relationship consisting of the power employed by superiors to control subordinates and the orientation of the subordinates to this power. Thus, the study combines a structural and a motivational aspect: structural, since we are

concerned with the kinds and distribution of power in organizations; motivation, since we are concerned with the differential commitments of actors to organizations (as units which exercise power over them). It seems to us that the articulation of the social system and the personality system reflected in this combination is one element essential to organizational analysis.

Still, the organizational role as perceived by Etzioni is maintained: "Organizations serve as collectivities within which the general problem of social order may be studied empirically. They constitute a 'strategic site' for such a study because social order in modern society is based to a great extent upon interaction in and among organizations."<sup>375</sup>

In an effort to establish someone within each organization as a contact and agent in the distribution and collection of the data, Certified Professional Secretaries attending chapter meetings of Professional Secretaries International were asked to participate in the survey, to select additional participants, and to distribute and collect the research instruments. (See Appendix A, page 310.)

The populations (1980 census, see Appendix D, page 363) of the cities and townships in North Carolina where the twenty-seven PSI chapters are located provided a two-tier division: (1) chapters in smaller, less urbanized locales with incorporated boundary populations of less than 26,000 and (2) chapters in larger metropolitan areas with populations of more than 35,000. The extremes of the range

were arbitrarily chosen to guarantee participation of CPSs from the most rural and most urban chapters. The remaining participating chapters were selected at random to provide for an initial 33 percent inclusion from each tier; these chapters were sent initial invitations to participate.

Therefore, in addition to a population scheme, the participating chapters were located in all three major geographic areas of the state--the mountains, the Piedmont, and the coastal area. Asheville was the location farthest west and Smithfield the most eastern chapter site; Wake Forest was the most northern site and Monroe the most southern site.

The research data were collected from a select group (all secretaries in administrative units in North Carolina where an identified Certified Professional Secretary was associated) and combined to provide for summations. The summations were analyzed for a group portrayal, and correlations were determined to find possible distinguishing group relationships and organizational unit characteristics. In the main, the group summations and relationship strength indicators provided a basis through which the applications of previous research on compliance theory and organizational correlates were interpolated.

The findings and resulting conclusions were limited to the descriptions which the research methodology permitted.

Specifically, no generalizations to other secretarial groups or all administrative units were envisioned. Assumptions, though, are supported with the related research of Lee in profiling the Certified Professional Secretary and the noncertified secretary.<sup>376</sup>

In a study of Louisiana certified and noncertified secretaries, Lee found no differences in the job satisfactions of the secretaries in the two groups. From the significant differences on only seven professional and personal factors, Lee developed a profile of the "typical" noncertified secretary and the "typical" Certified Professional Secretary.

The "typical" noncertified secretary is a married woman approximately forty-four years old, with children, with a title she has held for more than five years, employed in an industrial firm having approximately two hundred employees, where she has worked for more than seven years as a second, third, or fourth work organization and a third job within a total of fourteen years. Her boss is a male, approximately fifty years old, and he serves as a manager, director, or vice president.

The noncertified secretary receives financial remuneration for occasional overtime work and is eligible for five fringe benefits. Some post-high school formal education and attendance at one annual in-service educational program

are job requirements. While disliking routine tasks such as filing, the noncertified secretary enjoys the responsibilities and variety and challenge of her job.

The Certified Professional Secretary, according to Lee's research findings, is not very different from the noncertified secretary. Primary variables in her profile, though, include a title, job, and secretarial status which she has held longer than the noncertified secretary, in a larger organization, and at a higher salary. A higher educational background was an average improved by the college degree held by several of the Certified Professional Secretaries. The CPSs expressed a greater concern for public and customer-client relations and broader interests in professional and service organizations and leisure-time activities.

Lee concluded that "CPSs and non-CPSs were more alike than different and formed one group of top-level secretaries." Further, a particular note was made of the need for further study of secretaries with other than conventional personality and satisfaction scales.<sup>377</sup>

In the immediate study, the compliance types described by the power and involvement of each organization's administrative unit served to compare that unit with other units and other groups of units in the study and to contribute to a combined group description for comparisons

and interpolations of previous research findings using the compliance theory as a base.

The additional secretaries were selected to include all associated with the administrative unit defined by the limitations of the relationship of the Certified Professional Secretary and the principal. Additionally, each secretary met the definition proposed by Professional Secretaries International for the secretarial role. (See page 20.)

#### DATA COLLECTION AND CONTROL

As an attempt to effect a larger questionnaire return, the distribution of the survey instruments occurred at selected local meetings of the Professional Secretaries International association. Certified Professional Secretaries are normally members of the local chapters of the association. (See Appendix D, page 363.) The researcher devoted a short period of time to the explanation of the purpose and goals of the study, carefully omitting the details of elite power and lower participant involvement while emphasizing the need for empirically determined principal/secretary relationship descriptions. The major goal for the secretary developing from a defined role--a direction for furthering professional advancement--was offered as a mere continuation of current efforts of individual secretaries and Certified Professional Secretaries as an organized group and a worthy return for their

participation in the research activities, both as respondents and as the survey administrative coordinators in their administrative units. (See Appendix A, page 309.) For their principals, the research results yielding suggestions for increased administrative productivity was suggested for a presentation and request for elite participation in the study. (See Appendix A, page 313.)

The Certified Professional Secretaries present at the meetings were asked to define the administrative units of their organizations within the parameters of the definitions of secretary and principal. Questionnaires for the secretaries and paired principals within each unit were distributed to the Certified Professional Secretaries with a printed set of instructions for use in distributing, collecting, and returning the survey instruments. The packet for each survey participant, including the Certified Professional Secretaries, included (1) a cover letter requesting participation and an explanation of the purpose of the research, (2) a power/involvement survey instrument, and (3) a prepared return envelope. (See Appendix A, page 309, and Appendix C, pages 349-350.) The Certified Professional Secretaries received, in addition to their own survey packet, a set of instructions for the distribution, collection, and return of the questionnaires, a separate profile instrument (The CPS/Administrative Unit Demographic Profile Instrument;

see Appendix C, pages 351-352), a postage-paid mailing envelope for the return of the material to the researcher, and a postcard to return separately to the researcher to allow for the determination of nonreturns. (See Appendix A, page 315.)

A detailed explanation of the administrative procedures was given at each meeting. Each of the nine steps from the printed instruction sheet (see Appendix A, page 310) for the Certified Professional Secretary was clarified and questions were addressed.

Each secretary and each principal reported the power orientation of the organizational administrative unit by responding to four questions on either the "Secretarial Associate Compliance Survey Instrument" or the "Principal's Compliance Survey Instrument." (See Appendix C, pages 349 and 353.) Four questions on each instrument sought the determination of secretarial involvement. Each of the eight questions provided an opportunity for classification through elimination of the irrelevant indicators. After the dismissal of the two irrelevant response subsets, the respondents noted the strength of the selected indicator in the remaining subset in comparison to the matched (other) indicator by placing a check mark (✓) in one of seven possible blanks. The middle blank represented an equal incidence or likelihood of power or involvement use while the

three blanks to the left of the middle one indicated a choice for the indicator on the left; those three blanks to the right of the middle blank provided response preference for the indicator choice on the right. The selection of the subset of possible responses and the requested indication of the final selection encouraged a consideration of all of the possible response choices.

A follow-up letter was sent to the nonresponding Certified Professional Secretaries (as determined from the missing postcards not returned to the researcher) two weeks after the distribution of the materials. As a final follow-up, a telephone call to each CPS not returning the materials within an additional two weeks offered a final encouragement.

The follow-up was employed in the pilot testing as well as the full study; this technique has been reported to increase the total returns by as much as forty percent.<sup>378</sup> The use of a sponsor (in this case, the Certified Professional Secretary) in a study may increase the returns by as much as 17 percent. A short questionnaire has been found to elicit a greater return than more lengthy surveys, possibly increasing the return rate by as much as 22 percent. Both the introductory letter and objective-type questions were employed in this study in hope of increasing the return rate, possibly by 7 and 13 percent. Regular envelopes (as opposed to business-reply envelopes) with typed labels were

used since there is some indication that this procedure will increase the return rate; respondents generally feel that typing or handwriting is more personal than printing. Attention was given to the format of the material submitted to the secretaries and the principals; the titles were selected to arouse interest, and sketches were added to illustrate the questionnaires. The study itself provided for a selection of respondents to possibly increase the returns to above 80 percent: the secretaries' membership in a select group with particular interest in the study topic and a better-educated, professional participant.<sup>379</sup>

#### ADMINISTRATIVE PROCEDURES

The administration of the data collection instruments to all other administrative unit participants was carried out by the Certified Professional Secretaries using a set of printed procedures from the researcher. (See Appendix A, page 310.) Basically, the procedures required the Certified Professional Secretary:

- (1) to furnish responses to a demographic profile instrument--questions on the administrative unit of the organization as well as personal profile items--and to eight items of power and involvement assessments and additional personal profile questions and then place the assessment instruments in a sealed envelope labeled "Responses of the Certified Professional Secretary";

(2) to distribute to the principal (or principals) with whom he/she was associated a participation request letter, a questionnaire, the "Principal's Compliance Survey Instrument," and a return envelope labeled "Completed Survey of the Certified Professional Secretary's Principal";

(3) after requesting participation, to distribute to any other secretary in the administrative unit a participation request letter, the "Secretarial Associate Compliance Survey Instrument," and a return envelope labeled "Completed Survey of the Administrative Unit Secretary";

(4) to collect the sealed envelope of material from the principal and match it with the envelope containing the Certified Professional Secretary's material, placing a rubber band around the matched envelopes;

(5) where appropriate, to distribute to any other administrative unit secretary an instruction sheet, a participation letter for the principal, the "Principal's Compliance Survey Instrument," and a return envelope labeled "Completed Survey of the Administrative Unit Secretary's Principal";

(6) to collect envelopes from the other administrative unit secretaries and, where necessary, match them with envelopes from their principals, placing rubber bands around the envelopes to insure that the surveys from secretary-principal teams remained a set; and

(7) to return the material to the researcher in the postage-paid mailing envelope.

The administrative unit secretaries who received materials from their principals because the Certified Professional Secretary's principal did not serve in that same capacity for them were asked to distribute and collect the sealed envelope from their own principals. (See Number 5 above.) In most cases, the limitations of the defined administrative unit prevented this occurrence.

All of the materials distributed were color-coded to facilitate matching of the secretary and principal surveys.

#### ANALYSIS OF DATA

Summations for each response subset for all returned major survey instruments from the secretaries for each administrative unit provided a value for power for each of the three subsets: coercive/remunerative, remunerative/normative, and normative/coercive. A value for involvement for the three subsets of alienative/calculative, calculative/moral, and moral/alienative was derived from the secretarial responses as well. The possible range of the scale for each subset of responses was 0 to 12 (a possible 0 or 3 for each of four questions) for administrative units with one secretary responding; administrative units with a greater number of secretaries responding created

possibilities for greater ranges. (Any possible range was  $0 \times 4 \times$  the number of responding secretaries in the unit to  $3 \times 4 \times$  the number of responding secretaries in the unit.)

The categorical classification of power (coercive, remunerative, or normative) and the categorical classification of involvement (alienative, calculative, or moral) for each administrative unit were determined from the total scale value of all the subset responses. For example: From the simplest administrative unit (one secretary, one principal responding), secretarial survey response subset totals were computed, resulting in coercive-remunerative values of 1 and 0, remunerative-normative values of 8 and 1, and normative-coercive values of 0 and 0. The categorical classification of power from the secretary's response would therefore have been remunerative. Similarly, the classification of involvement was determined.

The same determination process was followed for power and involvement indications from the principals' surveys. The scales were valued from 0 to 3 so that possible ranges were computed in the same manner as for the secretarial responses. The categorical classifications for power (coercive, remunerative, or normative) and involvement (alienative, calculative, or moral) for each administrative unit were determined from the total scaled values of all subset responses from the principals in each unit.

Compliance type was determined for each administrative unit after crossing the power classifications (from the secretarial responses) with the involvement classifications (from the secretarial responses) and reporting the cross as one of the nine possible categories of the compliance theory typology. (See Table II-1, page 43.) A classification in cells 1, 5, or 9 indicated congruency. Congruency in cell 1 is called a coercive type; congruency in cell 5 is termed a utilitarian type; a cell 9 classification is referred to as a normative compliance type.

The task of compliance type determination for each unit was repeated a second time using the classifications of power and involvement determined from the surveys of the principals. A specification of congruency or incongruency was possible from the tabulated data.

To insure independence, congruency/incongruency was given consideration only once from the principals' responses and only once from the secretaries' responses for each administrative unit. The number of responses of alienative, calculative, or moral involvement and the number of responses of coercive, remunerative, or normative power were inconsequential in the summations. Even though the quantitative input for units varied with the number of respondents depending upon the number of principals or secretaries in the units, the determined compliance type and

the congruence or incongruence resulting from the compliance type categorizations remained the output factors from the summative analysis. Since the typology classifications are the summative element (the reported frequencies of involvement and power being used as indicators of compliance type), the independence of the indicators and thus the compliance was assured.

Correlations provided for determination of relationships between the following selected demographic variables and the compliance type classifications after the demographic return information were converted to computer input format:

- (1) goals,
- (2) management by organizational elites,
- (3) formal and informal leadership,
- (4) charisma,
- (5) consensus,
- (6) communications,
- (7) recruitment,
- (8) socialization,
- (9) saliency,
- (10) scope,
- (11) pervasiveness,
- (12) cohesion,
- (13) specialization, and

(14) broadening.

#### SUMMARY

The collection of data was facilitated through the composition, pretesting, and final administration of both sociological information and problem information questionnaire items. In every case, letters-of-participation requests accompanied the questionnaire material.

Open-ended forms of the problem information questions were submitted to secretarial science graduates employed in defined secretarial positions. Their responses were combined with literature and research indicators of the study's independent variables (coercive, remunerative, and normative power and alienative, calculative, and moral involvement) and classified by panels of selected experts.

The sociological survey items (the CPS/Administrative Unit Demographic Profile Instrument" and items of the "Secretarial Associate Compliance Survey Instrument" and the "Principal's Compliance Survey Instrument") were composed of fixed-alternative response questions or scaled response questions which offered the respondent selected choices to questions which were of relevance to the study, either directly (as necessary in the verification of study participants or classification to facilitate the testing of the hypotheses) or indirectly (as possible compliance correlates).

The major compliance determination items provided for a selection of fixed-alternative categories and an expression of the final choice by means of an interval scale. An indirect data collection approach was employed to elicit responses which had previously been classified as indicators of the power and involvement of organizational participants. The scaled items were the means through which the respondents identified the categorization of power and involvement, which in turn determined compliance-type classifications. For consideration of the major hypothesis of compliance theory--congruent types are more effective than incongruent types--the classification determinations established congruence or incongruence for the organizational administrative units.

The results of the descriptive analysis provided a basis for presumptions of effectiveness in the administrative units studied and for descriptions of principal/secretary roles and relationships. The inferences from the expanded study--correlational determinations--and the previous research with compliance correlates enabled conclusive findings to be used in proposals for the changing role of the secretary in the organization, for the educational training of secretaries, and for possible activities of administrative units as the prime recipient of increased effectiveness.

The following chapters present (1) the research findings and (2) the propositions.

CHAPTER IV  
FINDINGS

## RESEARCH RESULTS

Distribution of surveys to the secretaries in one-third (9) of the North Carolina Chapters of Professional Secretaries International occurred at regular chapter meetings throughout the state in late spring through late fall of 1984. The returns after each of the chapter meetings followed a time pattern similar to the pilot study time frame for returns. The total returns (301 for all participating chapters) are included in the summarized results presented in Tables IV-1 on pages 180 through 189. The tabulated data are presented in two categories--results for secretaries in congruent administrative units and results for secretaries in incongruent administrative units.

### Returns

Of the returns, 103 were from Certified Professional Secretaries; another 100 were from secretaries in administrative office units where the certified secretaries were working. None of the noncertified secretaries served a principal other than the same principal with whom the certified secretary worked. Ninety-eight of the principals completed surveys, which were returned with the CPS surveys.

The return rate for the Certified Professional

Table IV-1.

SUMMARY TABLE OF CLASSIFICATIONS

Congruent Units (Cell 9) Normative Power; Moral Involvement	73	71%	98	100%	90	90%	40	17.7
Incongruent Units (Cell 6) Remunerative Power; Moral Involvement	30	29%	0	0%	10	10%	40	16.5
	Number of Classifications by the CPSS		Percent of these Classifications by the CPSS		Number of Classifications by the Principals		Percent of these Classifications by the Principals	
					Number of Classifications by the non-CPSS		Percent of these Classifications by the non-CPSS	
							Average Age of the CPSS	
								CPS: Average Years of Secretarial Experience

Table IV-1 (Continued).

## SUMMARY TABLE OF CLASSIFICATIONS

Congruent Units (Cell 9) Normative Power; Moral Involvement	10	90%	47%	100%	70%	30%	0%	76%
Incongruent Units (Cell 6) Remunerative Power; Moral Involvement	10.3	93%	83%	100%	97%	3%	0%	100%
	CPS: Average Years of Work Experience in Administrative Un.							
	CPS: Post-Secondary Training							
	CPS: Associate or Bachelor's Degree							
	CPS: Females							
	Traditional Offices							
	Satellite Offices							
	Centralized Offices							
	Units with Economic Goals							

Table IV-1 (Continued).

## SUMMARY TABLE OF CLASSIFICATIONS

Congruent Units (Cell 9) Normative Power; Moral Involvement	9%	16%	56%	93%	49%	45%	81%	19%
Incongruent Units (Cell 6) Remunerative Power; Moral Involvement	0%	0%	67%	66%	100%	0%	67%	33%
	Units with Order/Economic Goals	Units with Economic/Culture Goals	Power of Principal = with Power of Other Department Heads	Cooperative Principals (with other Department Heads)	Activities of the Principals = Instrumental	Activities of the Principals = Expressive	Principal's Source of Power = Position	Principal's Source of Power = Personal

Table IV-1 (Continued).

## SUMMARY TABLE OF CLASSIFICATIONS

Congruent Units (Cell 9) Normative Power; Moral Involvement	44%	22%	34%	0%	22%	78%	33%	25%
Incongruent Units (Cell 6) Remunerative Power; Moral Involvement	0%	67%	33%	0%	67%	33%	33%	33%
	Control of Instrumental Activities through Organization and Principal	Control of Instrumental Activities through Organization	Control of Instrumental Activities through Principal	Control of Expressive Activities through Organization and Principal	Control of Expressive Activities through Organization	Control of Expressive Activities through Principal	Setting of Standards by the Principal	Setting of Standards by the Secretary

Table IV-1 (Continued).

## SUMMARY TABLE OF CLASSIFICATIONS

Congruent Units (Cell 9) Normative Power; Moral Involvement	42%	70%	22%	11%	38%	58%	29%	10%
Incongruent Units (Cell 6) Remunerative Power; Moral Involvement	33%	33%	67%	0%	67%	67%	0%	0%
	Setting of Standards by the Principal and Secretary	Intrarank Work Relationships for Instrumental Activities	Interrank Work Relationships for Instrumental Activities	Intrarank Work Relationships for Expressive Activities	Intrarank Work Relationships for Expressive Activities	Greater Influence of Formal Leaders (than Informal Leaders)	Greater Influence of Informal Leaders (than Formal Leaders)	Source of Informal Leadership = Organizational Position



Table IV-1 (Continued).

## SUMMARY TABLE OF CLASSIFICATIONS

Congruent Units (Cell 9) Normative Power; Moral Involvement	0%	23%	45%	32%	85%	10%	49%
Incongruent Units (Cell 6) Remunerative Power; Moral Involvement	33%	33%	0%	67%	67%	33%	67%
	Frequent Disagreement Between Secretary and Principal on Facts	Equal Quantity of Communication of Instrumental and Expressive Work-Related Information	Greater Instrumental Communication of Work-Related Information	Greater Expressive Communication of Work-Related Information	Source of Communication = Principal	Flow of Information = Secretary to Principal and Principal to Secretary	Flow of Information = Primarily Secretary to Principal

Table IV-1 (Continued).

## SUMMARY TABLE OF CLASSIFICATIONS

Congruent Units (Cell 9) Normative Power; Moral Involvement	41%	74%	21%	48%	14%	70%	56%	21%
Incongruent Units (Cell 6) Remunerative Power; Moral Involvement	0%	67%	33%	33%	33%	67%	33%	33%
	Flow of Information = Primarily Principal to Secretary	Hiring Criteria = Demonstrated Performance Abilities	Hiring Criteria = Formal Education	Orientation to the Job = Performance and Procedural Training	Orientation to the Job = Attitudes, Norms, and Values Orientation	Full Socialization Prior to Current Job	Prior Socialization in Other Secretarial Position(s)	Prior Socialization in Educational Setting



Table IV-1 (Continued).

## SUMMARY TABLE OF CLASSIFICATIONS

Congruent Units (Cell 9) Normative Power; Moral Involvement	30%	74%	
Incongruent Units (Cell 6) Remunerative Power; Moral Involvement	33%	33%	
	Holding a Secretarial Position in Another Group	Lack of Contact with Other Organizational Personnel	

Secretaries was 99 percent (103 of 104 distributed) for the major survey instrument, the "Secretarial Associate Compliance Survey Instrument" and the "CPS/Administrative Unit Demographic Profile Instrument." The 98 returned surveys from the principals represented a 94 percent return (94 of 104). There were 118 major survey questionnaires for noncertified secretaries in the administrative units distributed to CPSs at chapter meetings. The number actually reaching the noncertified secretaries is unknown. One hundred questionnaires were matched with CPS questionnaires and returned. Thirty-nine units were then identified where the team consisted of a principal, a CPS, and one noncertified secretary. Twenty-three units were composed of a principal (or principals), a CPS, and two noncertified secretaries. Five units had teams which consisted of a principal (or principals), a CPS, and three noncertified secretaries. Thirty-six units were identified with principal (or principals)-CPS teams.

The overall return rate for all the surveys distributed (104 to the Certified Professional Secretaries, 104 to the principals, and 118 to the noncertified secretaries) was 93 percent (103 returns from the Certified Professional Secretaries, 98 returns from the principals, and 100 returns from the noncertified secretaries). The higher-than-normal return rates (for this type of research) are

attributed to the direct contact with the survey participants.

Research Question One: Reported  
Compliance Classifications

All of the principals reported normative power and moral involvement (Cell 9) for their administrative units. Congruency was deduced from their classifications for all 98 units from which their questionnaires came. One of the nonreturns from the principals was also a nonreturn from a CPS. The other five units represented by the nonreturns from the principals were units of congruency defined by the CPS returns.

Seventy-three of the 103 Certified Professional Secretaries reported normative power and moral involvement (Cell 9). Therefore, 71 percent of the administrative units were described as congruent in their power and involvement comparisons by the CPSs in the unit. This defined congruency (Cell 9) by the CPSs was in agreement with the defined congruency (Cell 9) by the principals (in all cases where the principal reported).

The remaining Certified Professional Secretaries described the power in their administrative units as remunerative and the involvement as moral (Cell 6). These classifications are incongruent. Therefore, by the determination of the Certified Professional Secretaries in

these units, effectiveness is less than optimal. Twenty-nine percent (30 of 103) of the administrative units represent work environments less conducive to full productivity than do the congruent units, the 71 percent of the units where the power was normative and the involvement moral.

Research Question Two: Differences in Reports of Secretaries and Principals

The 30 units where the CPSs reported an incongruency between the power and the involvement were described by the principals of the units as congruent (Cell 9) in all cases where the principal reported. In totality, the agreement of the Certified Professional Secretaries and the principals occurred in only 71 percent of the administrative office units; disagreement was found in 29 percent of the reported compliance classifications.

Research Question Three: Extent of Agreement on Congruency

When CPSs reported congruency (Cell 9, normative power and moral involvement), the other secretaries in their administrative units generally agreed. All 60 noncertified secretaries in units where CPSs reported normative power and moral involvement also classified and reported congruency in Cell 9. But where the certified secretaries reported incongruency (Cell 6, remunerative power and moral involvement), the noncertified secretaries were less in

agreement. Only 10 of the 40 (25 percent) agreed with the incongruency classification (Cell 6); the others (30 of 40, 75 percent) described the power in their units as normative and the involvement of the secretaries in their units as moral, a congruent Cell 9.

With 71 percent (73 of 103) of Certified Professional Secretaries reporting congruency in Cell 9, 100 percent of the principals who returned surveys reporting congruency in Cell 9, and 90 percent (90 of 100) of noncertified secretaries reporting congruency in Cell 9, a mean congruency of 87 percent is found.

#### Research Question Four: Relationships of Compliance Types and Demographic Variables

The average age of the Certified Professional Secretary in the research survey was 40; the average age of the noncertified secretary was 34. There was no difference in the average age for the CPS who classified the power and involvement in Cell 9 from the CPS who classified the power and involvement in Cell 6.

The CPSs reporting congruency averaged 17.7 years of secretarial experience and 10 years of experience in the administrative unit they were describing for the research study. For the CPSs reporting incongruency (Cell 6), the average number of years of secretarial experience was only slightly less, 16.5 years. The average number of years with

the administrative unit, however, was slightly more, 10.3 years.

Ninety percent of the certified secretaries reporting congruency had completed some post-secondary training in an institution of higher education. For those reporting incongruency, 83 percent held either an associate or a bachelor's degree; only 47 percent of those reporting congruency held comparable degrees.

All secretarial respondents in the survey were female.

While 97 percent (29 or 30) of the certified secretaries working in the administrative units where incongruency was reported defined those administrative units as traditional offices, only 70 percent (50 of 71) of the certified secretaries from the congruent units defined the work unit as traditional. There were no units where the secretaries were centralized. Thirty percent of the offices where Cell 9 was the classification were satellite units; three percent of the incongruent situations were satellite.

All of the certified secretaries in incongruent units felt that the goals of the unit were economic in nature. But where the compliance classification defined the unit as congruent, 76 percent of the CPSs reported economic goals while nine percent reported order/economic goals and 16 percent reported economic/culture goals.

Fifty-six percent (41 of 73) of the CPSs in congruent units felt that their principal was as powerful as the heads of other units in their organizations. Conversely, 44 percent (32 of 73) felt that the heads of other units were more powerful than their principal. In incongruent units, two-thirds of the secretaries felt that their principals were equally powerful with other unit heads while one-third reported that their principals were not as powerful.

In identifying units of the organizations with more powerful heads, the CPS responses were sometimes inconsistent. In fact, of the 32 in congruent administrative units who, in the previous question, reported equality of power of the unit heads in the organization, 15 (47 percent) reported the head of production units more powerful than the head of their administrative unit. This phenomenon was repeated by the secretaries in incongruent units; all of those who reported equality of power of department heads reversed themselves and reported that the heads of production units were more powerful than their principals, the heads of administrative support units. To what extent these inconsistencies can be attributed to the design of the questions is unknown.

Twelve of the 73 (16 percent) congruent unit certified secretaries reported another service unit head more powerful than their unit head.

Certified Professional Secretaries in units classified as congruent (Cell 9) described their principals as cooperative with other department heads in 93 percent (68 of 73) of the cases. In incongruent units (Cell 6), though, the certified secretaries described their principals as cooperative in only 66 percent (20 of 30) of the cases.

All of the units where incongruency was the classification were described as instrumental in the activities of the principals. But in the congruent units, 49 percent (36 of 73) of the principals controlled more instrumental activities while 45 percent (33 of 73) controlled more expressive activities and 5 percent (4 of 73) controlled instrumental and expressive activities equally.

In 4 out of 5 congruent units (59 of 73), the principal's source of power is the position; in only 14 of the units was the power derived from the personal characteristics of the principal. In incongruent units, the predominant but less significant power derivation was the position (20 of 30 cases); in one-third of the units, the principal's power was obtained from personal characteristics.

In controlling the instrumental activities of the administrative units, principals in congruent units were most likely to accept both the control of the organization as a whole and establish their own control for their unit. Forty-four percent of the units, 32 of 73, were equally

differentiated and amalgamated. In incongruent units, however, twice as many principals (in 20 of 30 units) accepted the control system of higher supervisors in the organization over their own personal control systems.

In the control of expressive activities in congruent units, principals were much more often (in 78 percent, 57 of 73, of the units) differentiated, establishing a personal control system for the unit instead of accepting the control system of higher supervisors. This was not true in the expressive activities in the incongruent units; here, the control of expressive activities was amalgamated in 20 of the 30 units, the same as for the instrumental activities (in 20 of the 30 units).

Standards in the congruent administrative units were almost as often to be set by the secretary as by the principal: 42 percent (31 of 73) reported equality; 33 percent reported the standards set by the principal; and 25 percent reported the standards set by the secretary. In incongruent administrative units, again standards were likely to be set by either the secretary or the principal: in one-third (10 of 30) of the units, the standards are set equally by the secretary and the principal; in one-third (10 of 30) of the units, the principal sets the standards; and in one-third (10 of 30) of the units, the secretary is most likely to set the standards.

For instrumental activities, work relationships in the congruent units are intrarank (in 51 of 73 units, 70 percent). For expressive activities, the work relationships are more often shared with the principals (interrank); in 50 percent of the units (37 of 73), intrarank and interrank work relationships are equally prevalent for expressive activities; 38 percent of the units (28 of 73) have more prevalent interrank work relationships for expressive activities; and 11 percent have prevalent intrarank work relationships for expressive activities.

The secretaries in incongruent units reported a much more frequent incidence of interrank work relationships for instrumental activities than did the secretaries in congruent units (20 of 30 units reported interrank work relationships). For expressive activities, twice as many units reported interrank work relationships (20 of 30 units) as reported intrarank relationships. The remaining 10 units reported equality of intrarank and interrank work relationships.

The CPSs in incongruent situations did not report being influenced by informal leaders as much as by their formal leaders; 20 of 30 units described a greater influence from a formal leader than from informal leaders, and 10 units were equally influenced by the formal leader and the informal leader. The greater influence of the formal leader was less

frequently reported from congruent units, but influence from the formal leader was still more often the case (in 42 of 73 units; 58 percent) than was a stronger influence from the informal leader (in 21 of 73 units; 29 percent). The other 10 of the 73 congruent units had secretaries influenced equally by the formal and informal leaders.

For informal leadership, the CPSs in both the congruent and the incongruent units reported the source of the leadership as about equal from the organizational position of the informal leader as from the personal characteristics of the informal leader. Specifically, the secretaries from 20 incongruent units (67 percent) reported equality and from 10 incongruent units (33 percent) reported personal characteristics as stronger for the informal leaders. For the congruent units, 49 percent of the units were described by the certified secretaries with informal leadership derived from positions and personal characteristics equally. Thirty units (41 percent) had informal leadership strength derived from personal characteristics while only 7 units had informal leadership strength predominantly from organizational position.

In administrative units with congruency classified as Cell 9, the formal and informal leaders were equally charismatic. In contrast, the secretaries from units with incongruency from Cell 6 twice as often attributed their

informal leaders with more charisma (20 of 30, 67 percent of the units).

All of the Certified Professional Secretaries in both congruent and incongruent situations agreed with the goals of their administrative units. While a majority of the secretaries in both the congruent and incongruent administrative units were in agreement with the policies and procedures for achieving the goals, there was a slightly greater percentage of the congruent unit secretaries in agreement than there were of the incongruent unit secretaries (77 percent, or 56 of 73 as contrasted with 67 percent, or 20 of 30).

The values of the administrative units were not supported by a few of the CPSs (33 percent of those in incongruent units and 8 percent of those in congruent units). Another 33 percent (10 of 30) of secretaries in incongruent units and 14 percent (10 of 73) of secretaries in congruent units reported a mediocre support (half-way between "none" and "a great deal").

The expected participation of secretaries in organizational activities is supported by 92 percent (67 of 73) of the secretaries in congruent units to some degree. The support in expected participation for secretaries from incongruent units, however, is less evident: 10 of the 30 provide a great deal of support for the expected

participation and 10 provide no support for the expected participation; 10 reported equality between no support and a great deal of support.

There is no disagreement between the principals and the secretaries in either the congruent or incongruent units on the amount and quality of work for the secretary.

The secretaries in congruent units reported few disagreements with their principals on facts. From the incongruent units, though, 33 percent (10 of 30) of the secretaries reported frequent disagreements with their principals on facts.

Twenty-three percent (17 of 73) of the CPSs from congruent units and 33 percent (10 of 30) of the CPSs from incongruent units reported that an equal quantity of instrumental and expressive work-related information is communicated to them. Forty-five percent (33 of 73) of the secretaries in congruent units found instrumental communication greater than expressive communication; conversely, 32 percent (23 of 73) found the quantity of expressive communications greater. In the incongruent units, none of the secretaries felt that instrumental communication was greater; in fact, 67 percent of them (20 of 30) said that the quantity of expressive information communicated to them was greater than the instrumental information.

The principals are most often the source of

communicated information for both the secretaries in congruent units (85 percent of the units, 56 of 66) as well as in the incongruent units (67 percent, 20 of 30).

The flow of information in the organizational administrative units where the Cell 9 classification indicated congruency was predominantly one-way communication: 7 of the 73 unit secretaries (10 percent) described the communication flow as equally secretary to principal and principal to secretary; 36 of the 73 unit secretaries (49 percent) described the communication flow as primarily secretary to principal; and 30 of the 73 unit secretaries (41 percent) described the flow as primarily principal to secretary.

In the incongruent units described by the convergence of power and involvement in Cell 6, the communication flow was equally up and down for 10 of the 30 units (33 percent), while in 20 of the units (67 percent) the flow was predominantly secretary to principal.

In describing the criteria used by their organization in filling the secretarial position which they currently hold, the 67 percent of secretaries in incongruent units selected the phrase "demonstrated performance abilities." The Certified Professional Secretaries in the congruent units, though, were more diverse in their descriptions: 54 of them (74 percent) also felt that their

performance abilities were the primary determinant; 15 of them (21 percent), however, felt that their formal education was the predominant criteria used; and 4 (5 percent) felt that their associations or acquaintances contributed most to getting them the position.

In the congruent units, orientation to the job was either performance and procedural training or a combination of performance and procedures and attitude, norm, and value orientation for the secretaries. Of the secretaries from the incongruent units, 10 (33 percent) described the orientation as equally performance and procedural training and attitudes, norms, and values orientation. Another 10 (33 percent) felt that the orientation was primarily performance and procedural training; the remaining 10 (33 percent) felt that the attitudes, norms, and values orientation was given greater emphasis.

A majority (51 of 73, 70 percent) of the secretaries in the congruent units felt that they were fully socialized before accepting a position in the administrative unit. About the same percentage (20 of 30, 67 percent) from the incongruent units felt that they too were fully socialized when they accepted their positions in administrative units where they currently work. Most of the socialization for secretaries in the congruent units occurred during previous secretarial or related position roles, while

the socialization for the secretaries in incongruent units was either equally from previous position roles and formal education (10 of 30, 33 percent) or primarily from a previous position role (10 of 30, 33 percent) or primarily from formal education alone (10 of 30, 33 percent).

The current priority for secretaries in congruent units is the family in 1 out of every 2 cases (37 of 73, 51 percent). In another 29 percent of the units, the secretaries had equal priority to the family and their secretarial careers. In only 15 (21 percent) of the units did a CPS give priority to her secretarial career over her family. In incongruent units, there were no secretaries who gave priority to the secretarial career; 20 (67 percent) secretaries gave priority to the family and 10 (33 percent) secretaries gave equal concern for the family and the secretarial career.

The average number of nonwork groups, both formal and informal, to which the secretaries from congruent units belonged and to which other secretaries or principals from the administrative unit also belonged was 2. The average number of nonwork groups for the incongruent unit secretaries was 6. Only 7 secretaries from the congruent units reported any exclusive nonwork groups to which they belonged, and no secretary from an incongruent unit reported membership in an exclusive nonwork group.

Only 6 secretaries from congruent administrative units restricted their outside activities because of their position as a secretary in their organization. None of the secretaries from incongruent administrative units reported restrictive activities.

Only a minority of the secretaries from the congruent units (19 of 64, 30 percent) had a friendship with another administrative unit member which was felt to enhance the work situation. On the other hand, two-thirds (20 of 30, 67 percent) of the secretaries from the incongruent units maintained a personal, off-the-job friendship with another administrative unit member which was felt to enhance satisfaction on the job.

Peer friendships and secretary-principal friendships were both likely for the secretaries in congruent units (33 of 73, 45 percent, reported peer friendships more likely; and 30 of 73, 41 percent, reported that both peer and secretary-principal friendships were likely), but in incongruent units, peer friendships were more likely (30 of 30, 100 percent). Personal friendships with principals were felt to be likely in 10 of the 73 units (14 percent) where congruency existed.

Twenty-two (30 percent) of the secretaries from the congruent units held secretarial positions in other groups to which they belonged; a minority of the secretaries from the

the incongruent units (10 of 30, 33 percent) also held other secretarial positions.

The secretaries in incongruent units were equally divided in describing their number of contacts with other organizational personnel: 10 of the 30 (33 percent) reported equality of the number with and without whom they had regular contact; another 10 of the 30 (33 percent) reported that they were in contact with more people than they were not in contact with; the remaining 10 of the 30 (33 percent) reported just the opposite. In congruent units, though, a majority (54 of 73, 74 percent) felt that personnel in their organizations with whom they did not have contact outnumbered the personnel with whom they did have contact.

#### INTERPRETATION

While there are a large number of organizational administrative units where secretaries are reporting a congruency of power and involvement and thus indicating effectiveness, there are also some administrative units of organizations where secretaries report an incongruency of power and involvement. It is in these cases of incongruency that there is evidence of less than optimal effectiveness.

In reporting congruency in all administrative units in this study, the principals who are working with secretaries in units described by the secretaries as incongruent are operating not only at less than maximum

effectiveness, but they may, in fact, not even be aware of the environment which is restricting the effectiveness level of their offices. Or, if they are aware of the ineffectiveness, they are not reporting it, perhaps recognizing it as an organizational variable and not something which they can be responsible for and thus not a factor in the power and involvement which they reported in this study.

The compliance classification of the secretaries fell into either Cell 9 (normative power and moral involvement) or Cell 6 (remunerative power and moral involvement). Even though the Cell 9 classification indicates congruency and thus effectiveness and is therefore a goal to be strived for in organizational life, there are still questions which are brought into light when the traditional role of the secretary is classified as such. On the other hand, the Cell 6 classification represents less than maximum effectiveness for the organizational units where the remunerative power is predominant, while the secretaries are morally involved. Again, the traditional role of the secretary is related to the involvement of the individual filling that role, and even though some organizations are exerting remunerative power, the moral involvement of the secretaries may be a stronger force in the tendency toward compliance and may pull these situations into a Cell 9

compliance rather than the power pulling the involvement into a Cell 5 compliance.

All of the noncertified secretaries in the units defined as congruent by the cell classifications of moral involvement and normative power (Cell 9) supported the congruency reported by the Certified Professional Secretaries. However, only one third of the CPSs who reported incongruency were supported by the same moral involvement and power classifications (Cell 6) from the other secretaries in their units. Additionally, of the 20 of the 30 units where the CPS classification was not supported by the noncertified secretaries working the same units with the Certified Secretaries, there were disputed cases where not one but two noncertified secretaries failed to report incongruency. All noncertified secretaries who disagreed with the incongruent cell classifications of the certified secretaries (Cell 6) reported a congruent cell classification (Cell 9).

While there are data to dispute the remunerative classification of the power by the certified secretaries in the incongruency units, there is a strong indication that the correlates of compliance are defining the role of the secretary in the incongruent unit situation differently from the role of the secretary in the congruent unit situations. This role of the secretary in the incongruent units seems to

be a role of disharmony and discord--a discontented role; it may be a role seeking change or it may be representative of a role already in transition. It can be defined by the correlates of the compliance of the incongruent units and the secretaries of these units and by the contrast it presents to the compliance and secretaries of the congruent units:

(1) More secretaries from the incongruent units held associate or baccalaureate degrees than secretaries from congruent units (63 percent versus 47 percent). There may be a reflection here of higher remunerative rewards paralleling the higher educational levels and slanting the power structure to remunerative.

(2) Ninety-seven percent of the secretaries from the incongruent units were working in traditional offices while only 70 percent of the secretaries in congruent units were in traditional offices. The fact that satellite units are more likely to have automated equipment than the traditional office may be a discontentment factor for secretaries in the incongruent units.

(3) Fewer secretaries in incongruent units (66 percent) described their principals as cooperative with other department heads (as compared with 93 percent of the secretaries in congruent units). The antagonistic relationships in 33 percent of the incongruent units in themselves represent potential conflict situations.

(4) In all of the incongruent units, the activities of the principals were predominantly instrumental while the instrumental activities of the principals were predominant in only 49 percent of the congruent units. It is assumed that the predominance of instrumental activities subordinates the expressive activities which are more supportive of the moral involvement of the secretaries.

(5) While the power of the principal was attributed to the position held rather than personal characteristics in both the congruent and incongruent units, a slightly higher number of secretaries in incongruent units (33 percent) reported the principal's power derived from personal characteristics than did the secretaries in congruent units (20 percent). This finding may reflect again the traditional office setting where the incongruent unit secretary is more often working and the closer relationship of the secretary working in a one-to-one situation. But in administrative units where power has been classified as remunerative, the personal characteristics are in contradiction to the described power compliance.

(6) Principals in incongruent units were less often imposing their own control over their unit's instrumental activities than were principals in congruent units. In the incongruent units, the principals were relying on the control system of the organization itself rather than their own or on

a combination of their own and the organization's control system. The indication of less autonomy and greater organizational control rather than unit control presents the remunerative power described as more likely to be organizational power than the power of the unit principal. These power situations are in contrast to the close relationships normal in the traditional office environment and in conflict with any power from the personal characteristics of the principals.

(7) The power over expressive activities was differentiated in 33 percent of the incongruent units. Differentiation is supportive of the traditional office relationship and the principals' power derived from their personal characteristics.

(8) The secretaries in incongruent units reported more frequently interrank work relationships for instrumental activities than did the secretaries in the congruent units. Situations where there is a sharing of the work between secretaries and their principals more than among themselves, especially work of an instrumental nature, tend to fuse the members of the unit together while eliminating the superiority of the principal over the secretary. These situations are more likely to be found in the close relationships of the traditional office. But interrank work relationships normally contrast with remunerative power.

(9) For expressive activities, 68 percent of the secretaries in incongruent units reported work relationships predominantly interranks. Only 38 percent of the secretaries in congruent units reported interranks work relationships for expressive activities predominant. Again, interranks work relationships are contradictory to the remunerative power of the incongruent units.

(10) In administrative units with congruency classified as Cell 9, the formal and informal leaders were equally charismatic. In contrast, the secretaries from units with incongruency from Cell 6 twice as often attributed their informal leaders with more charisma. The conflict potential between the formal and informal leaders with more charisma is therefore more probable in the incongruent units.

(11) The negative aspect of incongruency is seen in the less frequent support for organizational activities from secretaries in incongruent units.

(12) There were proportionally fewer secretaries supporting the values of the administrative units where remunerative-moral defined incongruency than where normative-moral defined congruency.

(13) Thirty-three percent of the secretaries from incongruent units reported frequent disagreements with their principals on facts; none of the secretaries from congruent units reported frequent disagreements.

(14) None of the secretaries in incongruent units thought the quantity of instrumental communication was greater than the expressive communication, but 45 percent of the secretaries in congruent units thought the quantity of instrumental communication was greater than the quantity of the expressive communication. If expressive communication, then, is as frequent as or more frequent than the instrumental communication in incongruent units, a more normative power environment is in conflict with the classified remunerative power environment.

(15) Seventy-seven percent of the secretaries in the incongruent units were selected for their positions for their "demonstrated performance abilities" while 74 percent of the secretaries in the congruent units were selected for that reason. This hiring criterion does, of course, support the remunerative power structure of the incongruent units, but is a contradistinction to the moral involvement of the secretaries in the congruent units.

(16) Performance and procedural training was the predominant orientation for most secretaries in the congruent units. In the incongruent units, one-third of the secretaries reported performance and procedural training predominant; one-third reported attitudes, norms, and values orientation more prevalent; and one-third reported equality of emphasis on the two aspects of orientation. With the

more frequently reported higher education attainments for the secretaries in incongruent units, the higher probability of orientation including expressive aspects is in contradiction to the expected prior socialization during the higher education training.

(17) There was no reported consideration of the secretarial career over the family by secretaries in incongruent units. Fifteen percent of the secretaries in congruent units gave priority to the secretarial career, and another 29 percent gave equality to the career and the family. In not reporting consideration for the career, the secretaries from incongruent units refuted their reported moral involvements.

(18) Nonwork groups to which secretaries in incongruent units belonged along with other secretaries or principals from their units averaged 6 while the nonwork groups for secretaries from congruent units averaged only 2. Again, there is a suggestion of a more frequent group cohesion which supports the moral involvement of the secretaries to the organization but which conflicts with the remunerative power of the organization. This conflict is further supported by the fact that a majority of the secretaries from incongruent units maintain a personal, off-the-job friendship with another unit member which is felt to enhance job satisfaction.

(19) Fewer secretaries in incongruent units held other secretarial positions than did secretaries in congruent units. This situation contradicts the moral involvement of the secretary to the secretarial career (but not necessarily to the organization).

The Cell 9 classifications give the secretarial role a professional status. The higher the rank in the organization, the more likely the control is to be normative. The higher-ranking elites of organizations are generally considered the more professional organizational participants. Thus, both the involvement of the majority of the secretaries and the power structure within which they work are predominantly of a professional nature.

The surmised professionalism of the secretarial role is supported further through the correlation of other variables with the cell classification (Cell 9) reported by the majority of the secretaries (as well as their principals).

(1) The secretaries (certified and noncertified) were female. It is generally expected that females are more likely to be morally involved and more likely to be treated in a normative fashion than are male workers.

(2) The prevalence of training beyond the high school level is generally expected to benefit the employer in bringing a more socialized employee to the job; the more

highly socialized workers are seen as being more professional.

(3) Additional socialization on the job usually results in a more professional involvement and a more normative control structure. Certainly the reported years of experience of the survey secretarial participants suggests this added socialization.

(4) Employment in the traditional office setting by a large majority of the secretaries gives emphasis to the contact with the professionalism of the elites with whom the secretaries are associated.

(5) The cooperation of the principals with whom the secretaries work with other elite departmental heads denotes job professionalism. In turn, because of the secretarial-principal relationship, secretarial professionalism is implied.

(6) The more frequently reported differentiation of expressive activities of the associated principals than the differentiation of instrumental activities is an association with professionalism.

(7) Standards set by both the principal and the secretary are another indication of association with the professionalism of the elite member of the organization.

(8) The fewer interranks relationships for instrumental activities suggest a closed relationship within

the administrative unit while the more numerous interranks relationships for expressive activities connote a stronger professional association for the activities which are themselves of a more professional nature.

(9) General support for the organization through agreement with organizational goals, policies and procedures, work loads, etc., and the infrequent disagreement with facts, etc., is another link of the secretary with the professional elites who establish the goals, policies, and standards.

(10) There is a greater quantity of communication from the principal to the secretary in a majority of the administrative units studied than there is communication from other sources. Here again, there is a solidification of the association with the professional elite. The nature of the communication flow (two-way, principal to secretary and secretary to principal) further strengthens the team concept suggested and the close association with professionalism.

(11) The more frequent reporting of previously demonstrated performance and formal education as hiring criteria represents a closer simulation to the criteria for the hiring of professionals than the criteria of test scores (which were not the criteria for any of the secretaries in the study).

(12) The instrumental nature of the more frequent performance orientation to the job than the less frequent

attitude, norms, and value orientation presumes an expected prior expressive preparation for the job, an association with professionalism.

#### DISCUSSION

From the fact that the principals reported in contradiction to the secretaries in the 30 incongruent units that the power exercised was normative and not remunerative, there is some support for a congruency classification for even these 30 units. It was more the priority of this study, though, (and the compliance theory as well) to assess the involvement and power from the secretary--not the principal. However, the normative power reported by the principals would appear to be in less direct contradiction when given consideration from one of two possibilities: (1) the movement suggested by the basic hypothesis of compliance theory, that organizations tend to shift their compliance structure from incongruent to congruent types, and (2) a theoretical assumption of conflict resolution when the secretary/principal relationships are merged to view the "team" as the lower participant in relation to the organization.

The incongruency of the Cell 6 classification is temporary in nature if the movement of the basic hypothesis of compliance theory is assumed to occur when the lower participants' involvement is in conflict with the power

exerted by the organization's elites. Assuming a pressure toward movement to achieve congruency, the direction of movement may be presumed to be toward either Cell 5 or Cell 9. A movement toward the congruency of Cell 5 would require a shift in participant involvement from moral to calculative. Or a movement toward the congruency of Cell 9 would require a shift in elite power from remunerative to normative. The disharmony of the described correlates from secretaries in the incongruent units would suggest the shift in involvement from moral to calculative. The discrepancies of the reported power support the supposition of normative power or at least a tendency toward normative power.

If there is a movement, the shift of power from remunerative to normative is more strongly indicated by existing organizational activity than is the shift in involvement from moral to calculative. The incongruent movement from Cell 5 to Cell 8 suggests a more dynamic revolution than the congruent movement from Cell 6 to Cell 5; the easier, congruent involvement shift from Cell 6 to Cell 5 is a movement which already has a momentum (the pull of congruency) and which would be helpful to secretaries in their efforts to achieve greater remunerative rewards for their work. The proposed congruency resulting from a move from involvement in Cell 6 to Cell 5 may be in conflict with the feminist movement of the greater society in which

secretaries must live. The professionalism of moral involvement has been a primary goal for secretaries over the past decade. In juxtaposition is the pull of the remunerative power in the Cell 6 or Cell 5 classification.

Much of the disharmony of the incongruent units may be dispelled when the incongruency (of the Cell 6 classification) is viewed from the association of the secretary and the principal, perhaps best described as a team. This team association and corresponding congruency can be surmised.

(1) The principals' reports--moral involvement of the secretaries and normative power of the organization--were in agreement with the involvement reported by the secretaries but the power defined by the principals was in contradiction with the power reported by the secretary.

(2) The noncertified secretaries were in disagreement with the Certified Professional Secretaries in describing congruency in two-thirds of the units when the CPSs described incongruency.

(3) Fewer principals in incongruent units were described as cooperative with other department heads, thus implicating a closed relationship with the members of their own units in separation from the organizational whole.

(4) More secretaries in incongruent units reported the principal's power derived from personal characteristics

than did secretaries in congruent units. Again, there is a suggestion of a more personal relationship between the principal and the administrative unit secretary.

(5) The control of both instrumental and expressive activities in incongruent units lies more often with the organization than with the principal. This disassociation of the principal from the organization is, conversely, an association with the other members of the organizational unit. The contention, then, of the principal as exerter of power is disputed, and the association with the administrative unit's secretaries is supported.

(6) Interrank work relationships for both instrumental and expressive activities were more frequently reported in incongruent units than in congruent units.

As a team, then, the secretaries and principals may represent an assessed moral involvement and normative power structure while the organization as a whole may be the described remunerative power.

In contrast with the support of other variables for the described congruency of Cell 9 (normative power and moral involvement) and thus professionalism, there is also some described lack of correlation of some variables, which supports the connotation of less normative power (and thus more remunerative power) and less moral involvement (and thus more calculative involvement) and, subsequently, less

professionalism and a greater pull toward a Cell 5 classification. These survey results include:

(1) The principals' activities are more often more instrumental than expressive. The principal is more likely to be the source of communicated information, and the greater quantity of information communicated is more frequently instrumental than expressive.

(2) The power of the principals is more often derived from their position than from their personal characteristics.

(3) The socialization of the secretaries occurred more often in a previous position than in a formal educational setting (suggesting on-the-job training when professionalism is more closely associated with formal education).

(4) There is a strong preference given to the family instead of an equality between the family and the career.

(5) The lack of outside associations with other administrative unit personnel, as well as the lack of communication or contact with other organizational members outside of the administrative unit personnel while working, suggests a role which is narrow and confining. This assumption is supported too by the reported greater association with peers than with the principals.

## EVALUATION

In an attempt to assess the compliance of secretaries in organizational administrative units, this research has resulted in not only that assessment but also in an assumption of the effectiveness of the compliance and in a description of the role of the secretary in the organization which has implications for role changes, training strategies, and an improved image for the secretary.

The tabulated data from the study provided an adequate base for responding to the research questions originally posed. In at least one instance, though, the survey method itself or the composition of the survey question proved inadequate for the assessment of the variable. But because of the broad scope of the underlying theory which formed the base for the research study, the failure to determine adequately the nature of the goals of the organizational units did not adversely affect the comprehensive assessment of secretarial roles. Overall both the methodology and the procedures supported the intent of the study and the results provide a descriptive assessment of the secretarial role in organizations from which suggestions can be made for changes which will be beneficial to secretaries and the organization with which they are associated.

CHAPTER V  
SUMMATION

## OVERVIEW

The role of the secretary could be assessed through one of several methodologies. This research employed a theory which has been developed and tested so that the expanded research might provide a broader, more comprehensive description of the secretarial role in organizations and the assessment of effectiveness. Not only the compliance theory itself, but the correlates of compliance as well, proved compatible with the nature and direction of the research. The resulting data collected from secretaries and principals in administrative units of organizations and compiled for analysis and comparisons resulted in a defined role of the secretary and provided answers to the research questions originally posed by the researcher. These answers were the basis from which recommendations were made for improving the role of the secretary. It is hoped that this study can be the foundation for expanded research to contribute further to the secretarial profession.

## CONCLUSIONS

Secretaries are very deeply entrenched in the traditional role described for them by their involvement with the organizations where they work and by the power exerted by the elites of these organizations. There is a very strong

indication that the involvement of the secretary with the organization (moral) is congruent with the power of the organization (normative) and that in organizations where incongruency may be indicated (although the classification may not be totally supported by all organizational participants), the forceful pull toward congruency would more likely result in moral involvement and normative power than calculative involvement and remunerative power.

The role of the secretary can best be described as professional. It is a role which is effective in its contribution to the organization, probably to the detriment of the role participants. The role described is most suitable for normative organizations, and yet it is a role found much more frequently in remunerative settings. The described role is not much different from the role of earlier historical periods: The involvement of the individuals filling these roles is moral, their commitment is more often to the organization than to the attainment of personal rewards, and they are predominantly controlled by normative means. For the most part, the secretaries who fill these roles in organizations have strengthened the entrenchment through their efforts toward professionalism, their desire to achieve association with white-collar employment even at the sacrifice of any financial gain.

The described role of the secretary is reflective

of the secondary role of females in our society. And even though the reform efforts of equality supporters have been directed through career associations where females are in the majority, the intentions to first redefine the role as professional have subordinated the attempts to correct the fallacies of the component parts of the organizational role involvement and power. The defined role is still a moral involvement of a nature we expect from females committed to a traditional sacrificial position or function. The power of the organization supports this type of commitment. The resulting effectiveness does not demand change from the organization. The demands of society are not effective when they are diffused through a broad arena of concerns without a concentrated effort at partial achievements or component success.

The attempt to change indirectly the role of the secretary through the attainment of professional status has not been achieved; the findings of this study do not reflect a redefined role but a continuing role. In actuality, the attempt to professionalize the secretarial role has contributed to the entrenchment of the role in the moral involvement-normative power compliance which supports the organization, not the role participant.

The compliance of secretaries is moral-normative, not calculative-remunerative. Even though the economic

environment may be cooperative in supporting a demand for secretarial staff personnel and the supply of qualified employees is inadequate to meet the demand, the participants with a calculative involvement are not to be found and only a few organizations are found which assume a power structure of a remunerative nature.

The change must be demanded by the individuals filling the role--the secretaries themselves.

#### RECOMMENDATIONS

As a result of the data collected during the study and the conclusions drawn from the analysis of these data, several recommendations have been suggested. These recommendations fall into two categories--those suggestions for implementing the findings of the study and suggestions for further research.

##### Suggestions for Implementation of Findings

It is the major recommendation of this study that the role of the secretary be redefined. This redefinition should be achieved through changes in the involvement of the secretaries from moral to calculative and through changes in organizational control from normative to remunerative. These changes may be effected through the implementation of one or more of the following suggestions.

- (1) Discard the role title with the negative

implications it carries for the role participant and the resulting power structure which supports the normative treatment and reinforces the moral involvement of the secretary. Calculative efforts previously used in attempting to attain remunerative rewards indirectly should be shifted to a direct remunerative effort. Select a position title which reflects the role, not the function of the role participant in relation to the organizational elite controlling the power. (One possible role title might be information management.) The role participant can be given a title which will continue to reflect the association with the principal--possibly information associate--which does not carry a connotation of the role as inferior to the role of the principal but as a team member with the principal.

The title "secretary" cannot be replaced with a synonym because there are none. The negative and sexually biased connotations of the term cannot be replaced through the use of a more distinct and nonsexist elaboration of the word "secretary." The professional secretary is not always certified, so even though the CPS rating is a desirable goal, the large group of workers whose positions and responsibilities classify them as secretaries cannot be forgotten. The solution is apparent: a new title which eliminates sexual bias and describes the special relationship of the secretary with the principal and gives credence to the

defined role which the secretary fills without denying the calculative nature of the involvement. That title should distinguish the secretary from the clerical office employee. It should denote the self-management, decision-making, and supervisory aspects of the position responsibilities and reflect the secretarial-principal relationship as a part of the organizational structure.

(2) Continue and strengthen support for formal education of role participants so that professionalism (including socialization, recruitment, and scope) can be assumed for role participants by the defined role.

(3) Insure new depth in the formal educational training, providing for knowledge and skill development in both instrumental and expressive activities but giving emphasis to the expressive activities so that role participants will be supported in their redefined roles of managers and associates, in positions supporting calculative involvements and in some control of remunerative power. This training must include instruction and participative help in breaking away only a portion of the role identification of the female. This can be achieved much easier than attempting to redesign the feminine role in society at large. In essence, it involves only a recognition by themselves and employers of the natural supporting capabilities of females for participation in work which in turn supports their

involvement. These capabilities must be recognized as complements to the abilities of other workers and as complements to the instrumental skills of information managers.

(4) Just as training support for the positive is required, recognition of areas of deficiencies is also necessary and educational efforts must provide for training to counterbalance these deficiencies. For example, the natural inclination of the female worker to continue to debate and fight to prove her point even after a decision has been reached has been documented through extensive research (previously cited). Instruction and training can emphasize the importance of an involvement which is less moral--less self-destructive when personal losses are faced--and more calculative.

(5) Assistance is needed in identifying work situations which are conducive to support of calculative involvement and which have power structures more remunerative than other work situations. Because secretaries work in all types of organizations, guidance is needed in career planning to provide more than names and categories of organizations; the roles in the various organizations and organizational units should be identified and presented to assist in job placement and career advancement opportunities.

(6) Since the traditional office is where most

secretaries prefer to work, yet is least supportive of calculative involvements and remunerative power structures, information associates should be taught how to control their involvements and how to manage the power structure, particularly the remunerative aspects of the power structure.

(7) If it is true that knowledge is power, the secretary can be influential in effecting change in the power structure of the administrative unit as the controller of information. Gaining the knowledge to manage information should be a primary goal for secretaries preparing for careers in the office as well for those currently employed secretaries retraining for the advancing technologies designed for the control of information.

There is no inference from these suggested changes that effectiveness be decreased or eliminated. The movement to achieve calculative involvement should occur simultaneously with the movement toward remunerative power. In concert, the attainment of calculative involvement and remunerative power will maintain congruency and, in turn, effectiveness. The result will be a redefined role which will more faithfully reflect the contribution of the information associate to the organization.

#### Suggestions for Further Research

Before and after the changes suggested previously are implemented, additional data collection and analyses

would be supportive, if not essential, and would provide for periodic review for decisions being made while effecting the changes.

It would be most helpful to expand this research study to determine the types of organizations which have power structures supportive of the involvement of information managers. Consequently, those who choose to could become role participants where the calculative involvement and the remunerative power are congruent rather than in the more frequent moral involvement-normative power situations.

A greater in-depth historical study of the role of secretaries in the past could more empirically define the involvement and power in administrative units during earlier periods. If there is a discernible trend or movement in the relationships of employees, a longitudinal study is demanded. From such a study, any evidence of movement from the moral involvement/normative power classifications could be traced. The historical research study could more empirically identify a direction for prior movements. When this study is repeated, data should be available for consideration of the shift in compliance structure which is suggested by the data analysis of this study.

While previous compliance studies have broad implications for comparisons of the secretarial role with other roles, it would be useful to select subjectively some

professional and nonprofessional roles for study and direct comparisons. Of particular interest, for example, would be traditional female career roles, such as nursing and teaching, to compare with traditional male career roles, such as drafting and law enforcement.

The impact of word processing in the last decade brought significant differences to the activities of the secretarial role, moving secretaries from the traditional office setting to the word processing center. The return to the traditional office setting now seems assured. Further research in compliance study of secretarial roles should be directed at differentiating the involvements and power controls in organizational units where reorganizations are effective and where reorganizations are not effective.

The power and involvement in administrative units would appear to be compartmentalized and, in large organizations, there is a hint of unity between the secretary and principal which positions the team against the larger organization, diffusing the levels of control within the administrative unit itself. In reality, the secretary then would be faced with the organizational whole in any attempt to alter the power structure. Further organizational structure analysis is therefore needed to determine toward whom the secretaries should be directing their concerns. Decisions could then be made between group efforts and

individual effort to shift the control structure from normative to remunerative.

There is a possibility that the type of control may not be as related to the involvement as the amount of control exercised. Therefore, there may be an indication that the measurement of the type of control may be influenced by the amount of control, in which case secretarial roles may be even more normative than this study indicates because control in a team relationship is often subtle. Secretaries are often self-supervised in both their instrumental and expressive activities. The relationship with principals, then, should be further described and a measurement of degree of power and involvement would be helpful.

There may be differences in administrative units in metropolitan areas and in rural areas; these differences should be assessed before suggestions are included in training secretaries for strategies to shift involvement to calculative and power to remunerative.

In the Information Age, the administrative office unit may gain organizational prominence. A comparative study of the administrative unit with other organizational units should be planned.

#### RECAPITULATION

The compliance theory of Amitai Etzioni has been employed to assess involvement and power and then describe

the role of the secretary in organizational administrative units. The majority of Certified Professional Secretaries reported the involvement with their organizational units as moral and the power exerted by the associated elites in their organizational units as normative. Moral involvement and normative power are congruent; effectiveness is therefore assumed. Most of the correlates of the compliance theory utilized in this study of secretarial roles further support the described congruency of moral involvement and normative power. Those organizational elites who serve in associated supervisory roles with the Certified Professional Secretaries supported the moral involvement and normative power descriptions reported by the CPSs. In a majority of cases, noncertified secretaries in the administrative units also supported the congruency of moral involvement and normative power. The minority group of secretaries who reported moral involvement but remunerative power described incongruent situations. Much of the correlation data further described situations of disharmony in these administrative units, but the classification of power and involvement by the elite supervisors associated with the CPSs in these administrative units and by the noncertified secretaries in these same administrative units failed to support the incongruencies reported by the CPSs.

In the researcher's view, the defined role of the

secretary morally involved and normatively controlled, while congruent and thus effective for the organizational unit, is a description of an entrenchment in a traditional role for a large group of workers who are hindered in their attempts to reach goals which are more supportive of their societal role and recent status attainments. The congruency of moral involvement and normative power is a natural and historically reinforced condition creating an enclosure which resists encroachment from other forces. Where remunerative power and moral involvement are reported, the pull toward congruency seems more likely to convert the remunerative power to normative power than to convert the moral involvement to calculative involvement. In fact, recent emphasis on professionalism, a primary attempt by secretarial groups to upgrade the role of secretaries, reinforces the entrenchment in the moral involvement classification. The conclusion, then, is that, if movement is to occur, it is most likely to be successful if initiated and powered from within the entrenched ranks with efforts which are directed against reinforcement of normative power and moral involvement and toward remunerative power and calculative involvement.

Suggestions have been offered for implementation of the findings to effect a better role for secretaries while maintaining congruency and effectiveness (a movement from moral involvement/normative power to calculative

involvement/remunerative power), namely, role and title changes to break the natural and historically reinforced casements surrounding the current congruent role and guidelines for instructional and training activities to prepare secretaries to become more calculatively involved and to encourage a more remunerative power control in their organizational units.

Some further research studies have also been suggested for greater supporting depth of the conclusions and suggestions drawn from this study and for purposes of expanding the current knowledge of secretarial roles in information management to offer other solutions to the problems facing today's secretary, tomorrow's information manager.

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APPENDIX A  
CORRESPONDENCE

December 27, 1981

Professional Secretaries International  
2440 Pershing Road  
Crown Center G10  
Kansas City, MO 64108

Ladies and Gentlemen:

Would it be possible for me to obtain a listing of secretaries in North Carolina who hold the CPS rating? I would like to use this select group as an initial data source for information to be used in preparing a survey instrument for a study of secretarial roles in organizations. This primary resource study should provide needed current information on secretarial role status in light of the many social forces which are impacting these roles, and, too, it will serve as the basis for my doctoral dissertation.

If this listing, along with the addresses, if possible, is available, I will be glad to defray any costs of compilation.

Sincerely,

Max V. Hutchins

June 15, 1981

Dr. Amitai Etzioni  
University Professor  
George Washington University  
2130H St., N.W.  
Room 714J  
Washington, DC 20052

Dear Dr. Etzioni:

After talking with your secretary last week while you were away from your office, I am encouraged at the possibility that you might be willing to offer some suggestions for the problems I am having with my doctoral dissertation.

When I first read your Comparative Analysis of Complex Organizations, I centered my attention on the practical application of the theory because of (1) the "middle range" analytical possibilities and (2) the related variables of the theory, the structural and motivational aspects of compliance relationships.

After you have had time to read the enclosed synopsis of my proposed study, I hope you will be able to offer personal or reading suggestions on:

- (1) The use of compliance theory in the study of a select group of individuals within organizations, giving less emphasis to the organizations and more to the participants but reaching for a defined organizational role.
- (2) The use of some kind of survey instrument as the major method of data collection, including the probabilities for use of previously developed and tested instruments.
- (3) Any research related to the theory or employing the theory on which you have received information since the 1975 edition of your book.

While I am continuing my research, I will also be eager to hear from

Dr. Amitai Etzioni  
Page 2  
June 15, 1981

you; any assistance you can extend to me will be appreciated. Please  
call me at before 10 a.m. any morning or at (704) 254-  
1921, Ext. 243, in the afternoons.

Sincerely yours,

Max V. Hutchins

cc: Dr. F. Marion Asche  
Disseration Committee Chairman  
Virginia Polytechnical Institute  
and State University  
Blacksburg, Virginia 24061



THE  
GEORGE  
WASHINGTON  
UNIVERSITY

2200 H Street, N.W. Washington, D.C. 20052

University Professor  
Room 714  
The Wilson Library

July 31, 1981

Mr. Max V. Hutchins

Dear Mr. Hutchins:

This is in reference to your letter of June 15. I don't mind helping you, but I do not understand your questions. Concerning (1), at least half of the 1000 or so studies cited in my book deal with individuals within organizations and their roles.

(2) The instrument, often a survey, is indicated each time. If you wish copies you of course must turn to those who did the studies.

(3) There are additional studies conducted since 1975, but I don't have a list. Anyhow, why not get going with the 1000 or so which are listed in the earlier editions?

Sincerely,

Amitai Etzioni  
University Professor

(Transcribed and signed in Dr. Etzioni's absence to avoid delay)

To: Sara M. Morris, Director  
Business Education Division

From: Max V. Hutchins, Chairman *mh*  
Department of Office Education *sk*

Date: October 12, 1982

Subject: Approval of Secretarial Science Graduates as Study Participants

Please consider a request to use the graduates of our Secretarial Science program who are currently employed in administrative services positions to offer initial input for the primary research instrument for my dissertation study.

I have attached a synopsis of the research proposal. The collection of data requires the development of an instrument and the classification of responses into appropriate categories of the compliance theory typology. Although the indicators of previous research have been compiled and will be included in the categorical classification scheme, indicators which might be peculiar to the power and involvement classification of secretaries and their associated elites in administrative units may be added after the open-ended questions are submitted to employed secretaries.

A copy of the letter and the questionnaire which will be sent to the graduates is attached.

I would also like to use a selected group of organizational administrators and faculty members and several members of the Office Education Advisory Board as expert panel members in the classification of the power and involvement indicators.

If your approval is given, please channel the additional request to Dr. Wood.

Attachments: Synopsis  
Transmittal Letter to Graduates  
Questionnaire to Graduates  
Request to Dr. Wood  
(with support attachments)

cc: Dr. F. Marion Asche  
Dissertation Committee Chairman

To: Dr. Olin Wood  
Vice President, Instructional Services

From: Max V. Hutchins, Chairman  
Department of Office Education

Date: October 12, 1982

Subject: Approval of Secretarial Science Graduates as Study Participants

While I am already aware of your support for my efforts to complete a dissertation study (and they are deeply appreciated), I am seeking now your approval for submitting a questionnaire instrument to graduates of our Secretarial Science program. This instrument will consist of eight open-ended forms of the full-study survey items and the responses will be added to those collected from the literature review and previous research studies. Together the responses will be classified by a panel of experts and then employed as indicator choices in the full-study survey instrument items.

I have attached a synopsis of the research proposal and a copy of the letter and the questionnaire which will be sent to the graduates.

This activity will not involve any need to access student records other than those currently on file in my office. The information used will be restricted to the graduates' names and addresses.

I do consider the endorsement of the College in support of this data collection activity a required aspect and of paramount importance. But the activity itself and the use of the collected data will be reserved for use in the study, the reports, or other outgrowths of the study with the researcher as the sole controller.

In the classification of the power and involvement indicators, I would like to use a selected group of organizational administrators and faculty members and several members of the Office Education Advisory Board.

Before your consideration, Ms. Morris will have already given approval for these aspects of the study at the division level.

Any suggestions you may offer for improved effectiveness or efficiency will be needed and are solicited. And any requirements of the College will be given immediate consideration.

Memo to Dr. Olin Wood  
Page 2  
October 12, 1982

If appropriate, please forward the memo and attachments to President Haynes after your consideration.

Attachments: Synopsis  
Transmittal Letter to Graduates  
Questionnaire to Graduates  
Request to President Haynes  
(with support attachments)

cc: Dr. F. Marion Asche  
Dissertation Committee Chairman

*I Approve The Proposed Study.*

*W u*  
*10/22/82*

To: President Harvey Haynes

From: Max V. Hutchins, Chairman  
Department of Office Education

Date: October 12, 1982

Subject: Approval of Secretarial Science Graduates as Study Participants

In an effort to create a viable document to assess the involvement of secretaries with the organizations where they work and the power used by the elite of the organizations to effect optimum performance from the secretaries, an initial attempt must be made to gather responses which can be used to develop alternative responses to scaled questionnaire items. This is normally attempted through the employment of open-ended questions to a select group of respondents. I have considered several alternatives, but my choice is our own graduates from the Secretarial Science program. I need your approval to submit the attached questionnaire to them. The transmittal letter will accompany the survey instrument.

This activity will not involve any need to access student records other than those currently on file in my office. The information used will be restricted to the graduates' names and addresses. In turn, the collected data will be controlled for use as a part of this research project and the outgrowing developments from the study.

I have also attached a synopsis of the research project.

Additionally, I would like to use a selected group of organizational administrators and faculty members and several members of the Office Education Advisory Board in the classification of the power and involvement indicators.

When you receive this request, both Ms. Morris at the divisional level and Dr. Wood at the instructional vice presidential level will have considered these aspects of the research study and their requirements will have been met.

Thank you for your continuing support of my graduate work.

Attachments: Synopsis  
Transmittal Letter to Graduates  
Questionnaire to Graduates

*Approved*  
*10-25-82*  
*Mc* *10*

709 Holly Avenue  
Black Mountain, NC 28711  
October 15, 1982

Dear Secretarial Science Graduate:

I know that you are proud to be a member of a select group--an A-3 Tech Secretarial Science graduate! For you, it has probably meant at least an inner satisfaction for career and personal achievements which reflect your completion of a rigorous educational program which introduced you to a professional career as a secretary. Unfortunately, there are too many employers who do not reflect the professional status of secretarial positions in their considerations of the role and contribution you make to the organization. And so we need to define the secretarial role as a professional contribution to organizational effectiveness.

Secretarial effectiveness and productivity, secretarial organizational roles and titles, the image of the secretary, career advancement opportunities, secretarial job prestige and salaries, expanded job responsibilities, and the dynamics of technological and societal movements, including the feminist movement, are all concerns with relevance to secretarial professionalism. There are activities currently addressing these career issues. And yet, they are based to a large degree on an unknown status. To determine this status, it will be necessary to collect data from secretaries themselves.

Can you take a few minutes to furnish some information which can be used in developing a survey instrument which in turn can be employed in determining the roles secretaries are filling in North Carolina organizations? As part of a research study now beginning, your responses to the questions on the enclosed page will form the very basic core of an attempt to assess the contributing role of the secretary to the organization.

After you have supplied your responses, return the questionnaire in the postage-paid, preaddressed return envelope. The questionnaire and envelope are unmarked; anonymity is assured.

Secretarial Science Graduate  
Page 2  
October 15, 1982

Your assistance with this research project is appreciated. For with your contribution data can be compiled to build a support base for effecting recognition of the secretarial role as professional. Personally I also thank you; this research will form the core of a study for an advanced graduate dissertation, a requirement for my program in vocational and technical education, part of which includes advanced work in business education and continuing preparation for the training of professional secretaries.

Sincerely,

Max V. Hutchins

Enclosures: Survey Instrument  
Return Envelope

709 Holly Avenue  
Black Mountain, NC 28711  
January 4, 1983

Ms. Audrey Foreman, CPS  
Assistant Executive Director  
Professional Secretaries, International  
2440 Pershing Road  
G-10  
Kansas City, MO 64108

Dear Ms. Foreman:

Since I first talked with you last spring, the doctoral dissertation research study which we discussed has evolved into an even more promising endeavor to provide direction in the efforts of secretaries to be recognized as professionals. From the enclosed synopsis of the proposed study, you can see that the research should direct attention to the same areas in which Professional Secretaries, International is concentrating effort.

Basically, the study will be descriptive: a classification of the involvement of secretaries with their organizations and the power used by the organizational elites (the supervisors of secretaries, the principals) to effect work accomplishments. From the determination of the compliance between these two variables, effectiveness or ineffectiveness can be deduced. Additionally, previous research involving the correlates of compliance (goals, organizational elite leadership and management, consensus, communication, socialization, recruitment, scope, pervasiveness, and the distribution and control of charisma) and the comparison of organizational compliance types should enable significant and important suggestions and conclusions to be drawn (1) to give professional secretaries direction in their efforts to achieve adequate standing for their profession, (2) to give organizations advice on dealing with secretaries as professionals, (3) to advise secretaries in dealing with organizational problems and effecting reforms, many of which have erupted from the dynamics of the feminist movement, (4) to give educational leaders direction in training secretaries for organizations, and educational institutions in dealing with the secretarial profession.

To collect the data with most efficiency and accuracy, I have decided to distribute the survey instruments in person to the Certified Professional Secretaries at the local meetings of the Professional Secretaries, International, chapters. The Certified Professional Secretaries will act as research agents in the distribution and collection of the instruments to other secretaries and principals in their defined administrative units.

Ms. Audrey Foreman, CPS  
Page 2  
January 4, 1983

This will require: (1) a listing of Certified Professional Secretaries with their addresses and the name of the local chapter president for the Greenville, South Carolina, area where the pilot study will be conducted, (2) a listing of Certified Professional Secretaries with addresses and local chapter presidents and addresses for all of North Carolina, and (3) an endorsement of the research study.

I am enclosing a first draft of the major survey instruments which will be employed in the collection of data from the Certified Professional Secretaries and their principals. The transmittal letter will accompany the material and will support the introduction and request made at the meetings while also providing for distribution and requests for participation of those Certified Professional Secretaries not attending the meetings. It will be possible for me to submit final material to you for approval before its use.

Please call (704 669-2885 or 704 254-1921, Ext. 243)) or write as soon as you have given consideration to this proposal. Without the help of the association, the study becomes a much more pretentious, if not impossible, task. Your assistance is greatly appreciated.

Sincerely,

Max V. Hutchins

Enclosures: Synopsis  
Distribution Materials  
1. Transmittal Letter  
2. Secretaries' Survey Instruments  
3. Principals' Survey Instrument

cc: Dr. F. Marion Asche  
Committee Chairman  
Vocational and Technical Education  
Virginia Polytechnica Institute  
and State University  
Blacksburg, VA 24061

709 Holly Avenue  
Black Mountain, NC 28711  
January 15, 1983

Ms. Denise Braine  
P.O. Box 5713  
Asheville, NC 28813

Dear Denise:

Thanks a lot for your special interest in my study. As always, you never seem to overlook an opportunity to seek the knowledge which may improve your professional activities.

I cannot at this time provide you with a tabulated report of responses to the "Graduate Secretarial Associate Survey." As you know, these responses are being used to prepare instruments for surveying secretaries in administrative units in North Carolina where Certified Professional Secretaries are working. A synopsis will be sent to you at the completion of the entire study.

Meanwhile, could you take some extra time to critique the first drafts of the next two surveys? The layout and instructions are of primary importance at this point since the questions themselves are only possibilities of what may develop after classification activities are completed by several involved professionals. But you will probably have to consider at least some personal/professional responses to facilitate an understanding of the instrument items.

Please be candid. Having worked with me, you are aware of my tendency to elaborate excessively. Changes at this draft stage could easily prevent disaster later! This is why your input is invaluable at this point. And appreciated beyond what written communication can convey!

Thanks,

Max

Enclosures (2)

**pSi**<sup>TM</sup>  
**professional Secretaries international.**

*Since 1942 known as The National Secretaries Association (International)*

2440 Pershing Road • Crown Center G10 • Kansas City MO 64108-2560 • 816.474-5755

**Jerry Heitman**  
*Executive Director*

January 17, 1983

Mr. Max V. Hutchins  
709 Holly Avenue  
Black Mountain NC 28711

Thank you, Max, for your January 4 letter and the enclosed Synopsis of Dissertation Proposal covering "A Compliance Study of Secretarial Roles in Organizations."

Copies of your proposal are being forwarded to authoritative PSI personnel for review and consideration. When a decision has been reached concerning our participation in your survey, we will contact you accordingly.

We do appreciate your interest in PSI and its Certified Professional Secretary Program.

Audrey Forman, CPS  
Assistant Executive Director

AF:le

c: Ina P. Simpson, International President  
Rita S. Hummel, CPS, International President-Elect  
James J. Kennedy, Dean, Institute for Certifying Secretaries  
Dr. Ruth Gallinot, CPS, Educational Consultant  
J. A. Heitman, Executive Director

P.O. Box 5713  
Asheville, NC 28813  
February 8, 1983

Mr. Max V. Hutchins  
709 Holly Avenue  
Black Mountain, NC 28711

Dear Max:

Sorry I missed you when I stopped by the school Friday. I had just finished an interview with The Biltmore Company; and since I was taking a full vacation day, I had a few minutes in which to goof off. The interview went well, at least in my opinion, and it sounds like a good opportunity. I will let you know how it works out.

I regret that it took me so long to get back to you on your surveys, but I wanted to spend some time on them and give you my honest evaluation. Overall, you have done a great job, as usual, and I was truly impressed with the thought and preparation that must have gone into them.

I do have a few comments, however, which I have categorized by survey on the enclosed pages. Please understand that I am not saying that you should make the changes listed thereon, but only that you should take another look at them and see if you agree with my comments.

At any rate, I hope this evaluation is of some help to you, and if I can be of further assistance, please let me know. Good luck in all your endeavors. I am confident you will have success in the end. Keep in touch.

Yours truly,

A

Denise M. Braine

Enclosures

February 10, 1983

Dear A-B Tech SSC Graduate:

The questionnaire which you received in November is a very important part of a research study to establish direction for the advancement of secretarial positions.

If you have returned the survey, your time and interest in the research itself and the growth of your profession is acknowledged with gratitude.

If you have not yet returned the survey, please do so. It is not too late to contribute! (If you have misplaced the survey, please call me at 704 254-1921 for another copy.)

Max Hutchins

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**professional Secretaries international<sup>®</sup>**

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2440 Pershing Road • Crown Center G10 • Kansas City MO 64108-2560 • 816-474-5755

**Jerry Heitman**  
*Executive Director*

March 15, 1983

Mr. Max V. Hutchins  
 709 Holly Avenue  
 Black Mountain NC 28711

Mr. Hutchins, the Headquarters office of Professional Secretaries International has received approval to work with you on your Synopsis concerning "A Compliance Study of Secretarial Roles in Organizations."

In adhering to PSI Bylaws, we do not release the membership or CPS rosters; consequently; we offer the following suggestions for cooperating with you.

A. Headquarters will:

1. Prepare labels for a random sampling of participating individuals in the number which you shall designate, including a set of labels for each follow-up you plan to make. We will make as many follow-ups as you require; however, all label sets must be prepared at the same time.
2. Number the label sets identically 1 through ?.

B. You will:

1. Prepare the printed literature, including stamped return envelope.
2. Number each set of literature, and insert in mailing envelopes which will be numbered accordingly. You may either stamp the envelopes yourself, or you may request that Headquarters use its meter stamp.
3. Forward mailing to Headquarters, keeping envelopes in numerical sequence.

C. Headquarters will:

1. Affix numbered label on envelope with matching number.
2. Mail.

Max Hutchins  
Page 2  
March 15, 1983

- D. Your cover letter should contain the statement that the mailing is being handled by PSI Headquarters to ensure confidentiality of the participants.

After sufficient time has elapsed for you to receive response, you should advise Headquarters of the individuals (numerically) to whom you wish to send a follow-up.

When we have completed our duties, we will bill you for the labels used at \$7.50/M (in minimums of 1000), postage (if required), telephone expenses and labor (including a reasonable charge for executive time expended on your research).

PSI will, of course, anticipate receiving a final, bound copy of the completed study and, at the same time, permission may be granted to PSI to use the study for its own purposes.

We will be pleased to work with you, Mr. Hutchins, and look forward to hearing from you when you are prepared to instruct us concerning the logistics of your study. Should you have any questions or wish to discuss this matter with me, please call me at (816) 474-5755.

Audrey Forman, CPS  
Assistant Executive Director

AF:cc

c: Ina P. Simpson, International President  
Rita S. Hummel, CPS, International President-Elect  
Ruth Gallinot, Ph.D., CPS, Educational Consultant  
J. A. Heitman, Executive Director

709 Holly Avenue  
Black Mountain, NC 28711

Dear \_\_\_\_\_:

Because of your special expertise and experience in your selected professional career, you have been chosen to offer input to establish categories for responses to questions asked of North Carolina secretaries.

As you are undoubtedly aware, the image and role of today's secretary is of vital concern not only to secretaries themselves but to the many organizations where they perform tasks. These tasks are often more varied than those of most other workers, and the roles and relationships of secretaries are usually less defined than those of their typical organizational co-workers. These varieties result in variable responses when secretarial roles are investigated. In order to compile these responses, groupings and categories are needed. This is where your familiarity with a selected aspect of organizational power can provide a basis for your analysis of indicators and enable consensus classifications.

Will you take a few minutes to participate in this study? The enclosed postal card is for your response (or you may expedite this phase of the study by calling the researcher at 704 254-1921, Ext. 243). If you agree to utilize your advanced knowledge to provide input for this study, you will be provided a deck of cards containing selected power indicators for separation into categorical groups. Approximately five minutes will be needed for this activity, time which will provide for an enlarged data base for a comprehensive study of secretarial roles and the organizations where secretarial positions exist.

Your participation is needed and will be appreciated.

Sincerely yours,

Max V. Hutchins

Enclosure

709 Holly Avenue  
Black Mountain, NC 28711

Dear \_\_\_\_\_:

Because of your special expertise and experience in your selected professional career, you have been chosen to offer input to establish categories for responses to questions asked of North Carolina secretaries.

As you are undoubtedly aware, the image and role of today's secretary is of vital concern not only to secretaries themselves but to the many organizations where they perform tasks. These tasks are often more varied than those of most other workers, and the roles and relationships of secretaries are usually less defined than those of their typical organizational co-workers. These varieties result in variable responses when secretarial roles are investigated. In order to compile these responses, groupings and categories are needed. This is where your familiarity with a selected aspect of organizational involvement can provide a basis for your analysis of indicators and enable consensus classifications.

Will you take a few minutes to participate in this study? The enclosed postal card is for your response (or you may expedite this phase of the study by calling the researcher at 704 254-1921, Ext. 243). If you agree to utilize your advanced knowledge to provide input for this study, you will be provided a deck of cards containing selected involvement indicators for separation into categorical groups. Approximately five minutes will be needed for this activity, time which will provide for an enlarged data base for a comprehensive study of secretarial roles and the organizations where secretarial positions exist.

Your participation is needed and will be appreciated.

Sincerely,

Max V. Hutchins

Enclosure

709 Holly Avenue  
Black Mountain, NC 28711

Dear :

Thank you for agreeing to participate as an expert panel member in the classification of responses to questions to be submitted to secretaries in North Carolina organizations. Your input is of paramount importance since the categories in which secretarial responses are classified will define organizational roles and relationships and enable a determination of congruence between the involvement of the secretary and the power employed by organizational supervisors. From the classifications, organizational effectiveness can be deduced.

Six lead cards top the deck of index cards enclosed. Following the abbreviated instruction card is a definition of power provided for your convenience. (You may discard these first two items after their use.) The next four cards should be used to establish four categories: (1) coercive power, (2) remunerative power, (3) normative power, and (4) undecided. The remaining cards contain "indicators"--a word or phrase which should suggest a control which will best be described as (1) coercive power, (2) remunerative power, or (3) normative power. Of course, use the fourth category (undecided) for indicators which you cannot readily classify.

Indicators categorized unanimously by all of the panel members will be utilized in the questionnaire items submitted to the secretaries. No individual panel member's responses will be discernible at any stage of the research study.

I appreciate your invaluable input.

Sincerely,

Max V. Hutchins

Enclosures

709 Holly Avenue  
Black Mountain, NC 28711

Dear :

Thank you for agreeing to participate as an expert panel member in the classification of responses to questions to be submitted to secretaries in North Carolina organizations. Your input is of paramount importance since the categories in which secretarial responses are classified will define organizational roles and relationships and enable a determination of congruence between the involvement of the secretary and the power employed by organizational supervisors. From the classifications, organizational effectiveness can be deduced.

Six lead cards top the deck of index cards enclosed. Following the abbreviated instruction card is a definition of involvement provided for your convenience. (You may discard these first two items after their use.) The next four cards should be used to establish four categories: (1) alienative, (2) calculative, (3) moral, and (4) undecided. The remaining cards contain "indicators"--a word or phrase which should suggest an involvement which can best be described as (1) alienative, (2) calculative, or (3) moral. Of course, use the fourth category (undecided) for indicators which you cannot readily classify.

Indicators categorized unanimously by all of the panel members will be utilized in the questionnaire items submitted to the secretaries. No individual panel member's responses will be discernible at any stage of the research study.

I appreciate your invaluable input.

Sincerely,

Max Hutchins

Enclosures

Max:

I

[ ] can

[ ] cannot

participate as an expert panel member  
in the classification of response indicators for your  
research study.

---

(Signature)

709 Holly Avenue  
Black Mountain, NC 28711  
September 15, 1983

Ms. Audrey Forman, CPS  
Assistant Executive Director  
Professional Secretaries International  
2440 Pershing Road  
Crown Center G10  
Kansas City, MO 64108-2560

Dear Ms. Forman:

After a great deal of time-consuming thought and discussion with the members of my dissertation committee (much of which occurred through lengthy mail correspondence, some copies of which are enclosed), I have succeeded in reaching a consensus on the method of distribution of my research survey instruments.

Since the major thrust of the theory I am using is toward the relationship of the secretary and the organization where she works, the original intent was to use the Certified Professional Secretaries both as study participants and as "contacts" through which other organizational personnel and activities could be studied. In more technical terms, the study involves a de facto sampling of organizational units in which secretaries work as opposed to a sampling of secretaries themselves. Through a contact, the advantages of data collection with face-to-face encounters between the researcher and the contact and the contact and other organizational personnel could provide information on the organizational unit and increase the quality of the resulting conclusions about the unit-secretarial relationships.

Under the guidelines PSI has established for participation in the study, the direct delivery of the survey instruments to the Certified Professional Secretaries is not possible. In deference to the by-law restrictions on the release of names and addresses, I have had to choose between the two alternatives of (1) personal contact with some Certified Secretaries or (2) the use of a random sampling of Certified Secretaries without any personal contact.

An ordinary but restrictive study of Certified Professional Secretaries will not meet the necessary depth which my research requires. I have therefore decided to attempt to make contact with Certified Secretaries at meetings of PSI chapters

Ms. Audrey Forman, CPS  
Page 2  
September 15, 1983

across the state of North Carolina. I will be working with the separate divisional presidents and the study will be limited by the fact that only Certified Secretaries attending a selected meeting will be participating, but the advantages of direct contact will be obtained without violation of the release of personal information about any of the Certified Professional Secretaries.

Even though I will not be using the services of the International office further, I would like to share the results of the study with you at its completion since I feel that the information will support the current endeavors of the organization. I will be sending a research review to you later.

I am grateful for your previous consideration of this dissertation study, and I hope that the results will be as useful for you as for me.

Thank you,

Max Hutchins

Enclosures



**professional Secretaries international™**

*Since 1942 known as The National Secretaries Association (International)*  
2440 Pershing Road • Crown Center G10 • Kansas City MO 64108-2560 • 816-474-5755

**Jerry Heitman**  
*Executive Director*

October 14, 1983

Mr. Max Hutchins  
709 Holly Avenue  
Black Mountain NC 28711

Thank you, Mr. Hutchins, for your recent letter advising us of your decision concerning the method by which you will conduct your research study for your dissertation.

I am pleased that you have found a way to conduct the personal encounters which are necessary to your study, and would certainly appreciate your sharing the results of your research with us.

Please let us know if we can assist you.

Audrey Forman, CPS  
Assistant Executive Director

AF:cj

c: J. A. Heitman, Executive Director

P.O. Box 6754  
Asheville, NC 28816  
December 15, 1983

Ms. Eva Epps  
Daniel  
Tenth Floor, Daniel Building  
Greenville, SC 29602

Dear Ms. Epps:

As head of the Greenville, South Carolina, Chapter of Professional Secretaries International, you are in a unique position to assist in the developing professional role of the secretary. PSI is continually endeavoring to enhance the secretarial role, to achieve for secretaries recognition for contributions which they make to the organizations in which they work.

Research is needed to support the involvement claims of secretaries. As a part of my doctoral program, I am attempting to gather and compile data to define the relationship roles of secretaries. The research survey instruments need to be distributed to Certified Professional Secretaries who are present at one of your meetings. They will complete three of the instruments themselves and take additional surveys to others in organizations where they work. If you choose to have your chapter participate, I will need about fifteen minutes at one of your meetings to explain the research and distribute the materials.

Will you assist me? Are you willing to permit the CPSs in your chapter to participate? If so, please examine the enclosed materials. If you have questions about the study or the survey materials which could influence your decision to participate, please call me collect at (704) 667-9993.

I hope you will agree that the study is worth your time and the time it will take the Professional Secretaries in your chapter to share information which only they have. Without full participation of selected chapters, the research results will not be conclusive. Please return the enclosed postcard with your participation status indicated, and if appropriate, include your regular meeting time and place and your telephone number.

Thank you.

Max Hutchins

Enclosures

P.O. Box 6754  
Asheville, NC 28816

Dear :

As head of one of North Carolina's chapters of Professional Secretaries International, you are in a unique position to assist in the developing professional role of the secretary. PSI is continually endeavoring to enhance the secretarial role, to achieve for secretaries recognition for contributions which they make to the organizations in which they work.

Research is needed to support the involvement claims of secretaries. As a part of my doctoral program, I am attempting to gather and compile data to define the relationship roles of secretaries. The research survey instruments need to be distributed to Certified Professional Secretaries who are present at one of your meetings. They will complete two of the instruments themselves and take additional surveys to others in organizations where they work. If you choose to have your chapter participate, I will need about fifteen minutes at one of your meetings to explain the research and distribute the materials.

Will you assist me? Are you willing to permit the CPSs in your chapter to participate? If so, please examine the enclosed materials. If you have questions about the study or the survey materials which could influence your decision to participate, please call me collect at (704) 667-9993.

I hope you will agree that the study is worth your time and the time it will take the Professional Secretaries in your chapter to share information which only they have. Without full participation of selected chapters, the research results will not be conclusive. Please return the enclosed postcard with your participation status indicated, and if appropriate, include your regular meeting time and place and your telephone number.

Thank you,

Max Hutchins

Enclosures

Certified Professional Secretaries in our PSI Chapter

\_\_\_\_\_ will \_\_\_\_\_ will not participate.

We hold regular meetings on the (1st) (2nd) (3rd) (4th)  
(x one)

(M) (T) (W) (Th) (F) at \_\_\_\_\_  
(x one) (place)

at \_\_\_\_\_. You may arrange for your visit by calling  
(time)

\_\_\_\_\_ at ( )  
(name) (telephone number)

P.O. Box 6754  
Asheville, NC 28816

Dear Certified Professional Secretary:

You are proud, I am sure, of the certification rating which represents to others your personal participation and active endeavors in positioning the secretarial role in a recognized professional category. Your demonstrated professionalism has brought you and your certified colleagues into direct leadership in addressing major office concerns. I am hoping to contribute to your efforts in redefining the secretary as a professional.

Can you take a few minutes to furnish some information which can be used in determining the relationships between secretaries and the organizational units where they work? As part of a research study now beginning, your responses to the questions on the enclosed pages will form the very basic core of an attempt to assess the contributing role of the secretary to the organization.

While you are participating in this research as a survey respondent, you are also being asked to serve as an agent of the researcher in distributing and collecting other data instruments--to your supervisor and other secretaries in your administrative work unit. A procedural instruction sheet is enclosed.

After you have supplied your responses and collected the sealed envelopes from the other participants, please forward all the information in the postage-paid, preaddressed envelope.

Your assistance with this research project is greatly appreciated.

Sincerely,

Max Hutchins

Enclosures

## MANAGEMENT PROCEDURES FOR THE CERTIFIED PROFESSIONAL SECRETARY

1. Respond to the personal demographic items and the research questions of the "Secretarial Associate Compliance Survey Instrument."
2. Respond to the profile items of the "CPS/Administrative Unit Demographic Profile Instrument."
3. Seal the completed "Secretarial Associate Compliance Survey Instrument" and the completed "CPS/Administrative Unit Demographic Profile Instrument" in the envelope labeled "Completed Surveys of the Certified Professional Secretary."
4. After requesting participation and explaining the purpose of the research, distribute to the principal (or principals) with whom you are associated a participation request letter, the "Principal's Compliance Survey Instrument," and a return envelope labeled "Responses of the CPS-Associated Principal."
5. Please be careful at this point to not define a second administrative unit. After requesting participation and explaining the purpose of the research, distribute to any other secretary (or secretaries) in the administrative unit a participation request letter, a "Secretarial Associate Compliance Survey Instrument," and a return envelope labeled "Completed Survey of the Administrative Unit Secretary," and a "Procedural Instruction Sheet for the Administrative Unit Secretary." If the Administrative Unit Secretary has a different principal from you, also provide her with materials to pass to her principal: a principal's participation request letter, the "Principal's Compliance Survey Instrument," and a return envelope labeled "Responses of the Administrative Unit Secretary's Principal."
6. Collect the envelopes from the Administrative Unit Secretary, checking for the rubber band which should encircle any set of envelopes.
7. Now go back to your principal and collect the envelope with the "Responses of the CPS-Associated Principal" and place it with your envelope with a rubber band around them.
8. Return all of the sealed envelopes in the postage-paid mailing envelope to the researcher.
9. The actual returns are unmarked to assure continued anonymity. Please return the postcard to the researcher to permit the determination of returns and nonreturns. Also indicate your desire to receive a synopsis of the final research results if you wish.

P.O. Box 6754  
Asheville, NC 28816

Dear Secretary:

It is very seldom that a secretary can be found who doesn't have more than enough work to consume the hours of the work day, so I know that this participation request is most probably asking for time which is not readily available. With your participation, though, the study (of which this short survey is a part) can offer a return on your invested time.

Please know that your efforts in completing the survey (and, if applicable, overseeing the completion of a survey by your supervisor) will be appreciated and that the information will be combined with other data to evaluate the role of secretaries in organizations. The intent of this study is (1) to provide statistical evidence that the secretary's role is an integrate and productive contribution to organizational goal attainment and (2) to propose changes for organizational acceptance of the professional secretarial role.

Please participate!

To insure that your individual input will remain anonymous, please seal your completed survey in the attached envelope. Then collect any completed surveys (sealed in envelopes) which you might have distributed to your supervisor(s) and put a rubber band around them before returning them to the distributor in your organization.

Thank you!

Max V. Hutchins

Attachments

PS: The procedure sheet which follows may assist you in the activities with which your participation may involve you.

## PROCEDURAL INSTRUCTION SHEET FOR THE ADMINISTRATIVE UNIT SECRETARY

1. Complete the items on the "Secretarial Associate Compliance Survey Instrument."
2. Seal the completed questionnaire in the envelope labeled "Completed Survey of the Administrative Unit Secretary."
3. If the principal for whom you work is different from the principal of the Certified Professional Secretary who also works in your administrative unit, solicit the principal's participation and distribute to him/her a principal's participation request letter, the "Principal's Compliance Survey Instrument," and a return envelope labeled "Responses of the Administrative Unit Secretary's Principal."
4. Collect the envelope from your principal, put it with yours, and put a rubber band around it. Then return them to the CPS who distributed them to you.

P.O. Box 6754  
Asheville, NC 28816

Dear Secretarial Supervisor:

You will probably agree: Secretaries perform a vital service for your organization. Can you give a few minutes of your time to an evaluation of this service?

While it is possible to list the tasks usually performed by secretaries, it is a more difficult assignment to assess their contributing role to organizational productivity and effectiveness. By completing the attached short survey, you will provide information which will be used (1) to provide statistical evidence that the secretary's role is an integrate and productive contribution to organizational goal attainment and (2) to propose changes for organizational acceptance of the professional secretarial role.

Please participate; then seal your completed survey in the attached envelope and return it to the secretary who distributed it to you. Your individual input will remain anonymous.

You may evaluate the return on your contributed time when the compiled results are reported to you.

Thank you!

Max V. Hutchins

Attachments

I still have not received a reply from you to indicate that you are interested in having the Certified Professional Secretaries in your local PSI chapter participate in a research study which can help in defining the direction secretaries should take in advancing their careers and their profession.

Please review the materials you received earlier and return the reply card as soon as possible. Don't be left out!!

Thank you!

Max Hutchins

If you have misplaced your materials, please call me at (704) 667-9993 or (704) 254-1921.

I have received survey materials:

Address: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Telephone Number: \_\_\_\_\_



North Carolina State University

202 Peck Hall  
Box 2617 Raleigh, N.C. 27697

Office of Institutional Research

July 20, 1984

Mr. Max V. Hutchins  
Post Office Box 6754  
Asheville, North Carolina 28816

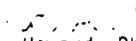
Dear Mr. Hutchins:

I read with interest your professional secretary surveys that are being filled out by my secretary.

Being a research unit of this University, we are always interested in the results of such surveys in anticipation that they may be a help to us in assessing the needs of our institution. As soon as your survey is completed and the results are published, we would like to have a copy for our office.

I am impressed with your instruments and look forward to hearing from your results.

Sincerely,

  
Richard D. Howard, Ph.D.  
Director

Route 2, Box 147-1  
Horse Shoe, NC 28742

Dear Survey Participant  
or Other Interested Party:

By now you may have forgotten your participation or interest in 1984 in a study to determine and classify the role of secretaries in organizations. While I had originally projected the completion of the study by early spring of this year with the summarized results mailed to you in March, I have only recently concluded the analysis of the data. I am happy now to be able to send you a summary of the collected data and my recommendations for implementing the findings.

While the full study and articles in professional periodicals will soon be available, please call or write to me if you have questions or would like to receive additional information.

As I told you personally at the time of your active involvement in this study, research of this type cannot be possible without the contribution of the participants. Let me thank you again for your role in making this project successful.

Sincerely,

Max V. Hutchins

Enclosures

(704) 891-5509

APPENDIX B  
POWER AND INVOLVEMENT INDICATORS

INDICATORS OF ORGANIZATIONAL POWER  
SUGGESTED BY THE LITERATURE

- \*control of promotions/demotions (with salary changes)
- \*promotions/demotions (without salary changes)
- \*determination of the degree of self-supervision
- \*manipulation of working conditions, work space, work pace or working environment (without resulting change in earnings)
- \*manipulation of hours without changes in earnings
- \*hire/fire influences
- \*exchange of understanding, loyalty, and/or respect
- \*evaluation responsibilities/progress reports
- \*manipulation of fringe benefits
- \*manipulation of responsibilities
- \*manipulation of prestige and esteem symbols
- \*manipulation of privileges
- \*manipulation of salary
- \*manipulation of training opportunities
- \*manipulation of work variety, job repetitiveness
- \*physical sexual abuse
- \*praise
- \*sexual harassment
- \*verbal abuse
- \*stroking
- \*generation of pressure
- \*inducement of stress
- \*reliance on hierarchical positions
- \*imbalanced power relationships
- \*one-sided deliberativeness
- \*education
- \*knowledge
- \*domineering leadership
- \*aggressive leadership
- \*legitimacy of authority
- \*force
- privileges functions

---

\*Selected for inclusion as indicators to be classified by a panel of experts.

INDICATORS OF ORGANIZATIONAL POWER  
SUGGESTED BY THE CURRENTLY-EMPLOYED  
GRADUATE SECRETARIAL ASSOCIATES

- \*appreciation
- \*pleasing communication tones
- \*embarrassment
- \*implications of inferiority
- consideration of personal feelings
- \*delegation of opportunities to make decisions alone
- \*discussion of expectations/errors
- \*suggestions
- \*defining work as "very important"
- recognition of work
- salary increases
- \*pep talks
- \*commandments, orders
- pat on the back
- \*use of profanity
- \*supervisor's nonbusiness (personal) work requirements
- \*purchase of up-to-date technological equipment
- mutual expressions of opinions
- \*counseling
- establishment of deadline dates
- \*reprimands
- \*demonstrations of proper procedures, etc./setting an example
- \*progress reviews
- \*control of additional work assignments

---

\*Selected for inclusion as indicators to be classified by a panel of experts.

INDICATORS OF PARTICIPANT INVOLVEMENT  
SUGGESTED BY THE LITERATURE

- \*salary
- \*access to treasury sources
- \*compatibility of basic values with those of the organization
- \*a boost to family income
- \*client contact
- \*close contact with management
- \*competitive atmosphere
- \*defined production quotas
- supervisor-employee relationships
- peer relationships
- \*compatibility with training/education
- \*commitment to the organization
- \*commitment to the supervisor
- \*nature and content of the work itself
- \*opportunities to associate with members of the opposite sex
- \*opportunity to follow
- \*opportunity to lead
- \*opportunity to see projects through to completion, see the results, and see a personal contribution
- \*opportunity to supervise
- \*personal control space (a desk, an office, etc.)
- \*personal spending money
- \*personal style of work
- \*opportunity for projection of a positive self-image
- \*prestige from association with the supervisor's organizational position
- \*prestige offered by the opportunities to perform
- \*prestige offered by the position itself
- \*professionalism
- respect for supervisors/managers/owners
- \*fringe benefits
- \*informality of the position/job/organization
- semiprofessionalism
- \*sense of obligation
- \*sexual equality
- \*sexual opportunities
- \*best opportunity for a short-term job/family/return to job

---

\*Selected for inclusion as indicators to be classified by a panel of experts.

INDICATORS OF PARTICIPANT INVOLVEMENT  
SUGGESTED BY THE LITERATURE

Page 2

- \*social activities
- \*social relationships
- undefined organizational role
- \*union membership (or other nonmanagement representative group)
- \*peer work group membership
- \*work variety
- \*working hours
- \*a "nuturant" supervisor
- \*adequate help in doing the job
- \*adequate time to do the job
- \*adequate equipment with which to do the job
- \*paid vacations
- \*autonomy in matters affecting work
- \*a technically competent supervisor
- \*pleasant physical conditions
- \*skills fully utilized
- \*education/training fully utilized
- \*lack of discrimination
- \*opportunity for advancement
- \*opportunity for education and self-development
- \*more opportunity to see concrete results of work
- \*high degree of personal responsibility
- \*opportunity to lead and develop subordinates
- \*job security
- \*prestige within the company
- \*frequent and close contact with other workers
- \*power and authority of the position
- \*few people to please, less criticism
- \*few worries, tensions, and troubles
- \*definite and regular working hours
- \*safer, cleaner, less fatiguing work
- \*chance to do quality work
- \*chance to do interesting work
- \*a salary rather than an hourly wage
- a reserved place for car parking
- \*exemption from obligation to punch a time clock
- \*name and/or title on the door/desk
- \*a title which sounds important
- broadening of responsibility
- an assistant to help do the work
- establishment of goals, objectives
- defined or predetermined time frame for assigned tasks

---

\*Selected for inclusion as indicators to be classified by a panel of experts.

INDICATORS OF PARTICIPANT INVOLVEMENT  
 SUGGESTED BY CURRENTLY-EMPLOYED  
 GRADUATE SECRETARIAL ASSOCIATES

- \*desire to please
- \*desire to "feel good about myself"
- pay
- benefits
- \*time off
- variety of work
- \*geographical relocation
- \*client contact
- \*pleasant atmosphere
- \*location of organization
- \*type of organization
- \*opportunity for advancement
- \*feeling of being a part of what is going on
- \*highly respected organization
- \*minimal supervision
- \*opportunity to complete projects alone
- \*family responsibility
- \*career opportunities
- \*in-service training seminars
- \*economic conditions/job market considerations
- \*low pressure level
- \*means for security after retirement
- \*compatible co-workers
- \*commitment to supervisors
- \*opportunity for continuing education while working
- \*a challenge
- creative criticism
- \*pride in work
- \*respect from supervisors
- \*trust placed in personal judgment
- \*professional attitude of organizational personnel
- \*assumption of independent tasks
- \*flexible work hours
- \*size of organization
- \*supervisor/secretary team relationships

---

\*Selected for inclusion as indicators to be classified by a panel of experts.

TABLE B-1.  
CLASSIFIED INDICATORS OF POWER

Indicator	Panel Classification		Classification Connotation of the Literature and/or Survey of the Graduate Secretarial Associates
	Category <sup>1</sup>	Number <sup>2</sup>	
commandments, orders	C	9	Coercive
<sup>3</sup> physical abuse	C	9	Coercive
force	C	9	Coercive
use of profanity	C	8	Coercive
	N	1	

## EXPLANATIONS

<sup>1</sup>Of four possible categories: C = Coercive (the application, or the threat of application, of physical sanctions; generation of frustration through restriction of movement; or controlling through force the satisfaction of needs).  
R = Remunerative (material; control over material resources and rewards).  
N = Normative (symbolic; the allocation and manipulation of symbolic rewards and deprivations; persuasive, manipulative, or suggestive power).  
U = Undecided.

<sup>2</sup>Of nine panel members; one nonreturn.

<sup>3</sup>Included as a coercive response in the major survey instruments.

<sup>4</sup>Included as a remunerative response in the major survey instruments.

<sup>5</sup>Included as a normative response in the major survey instruments.

TABLE B-1 (Continued).

Indicator	Panel Classification		Classification Connotation of the Literature and/or Survey of the Graduate Secretarial Associates
	Category	Number	
sexual harassment	C	8	Coercive
	N	1	
3 verbal abuse	C	8	Coercive
	N	1	
3 inducement of stress	C	8	Coercive
	N	1	
embarrassment	C	7	Coercive
	N	2	
3 reprimands	C	7	Coercive
	N	2	
domineering leadership	C	7	Coercive
	N	1	
	U	1	
supervisor's nonbusiness (personal) work requirements	C	6	Coercive
	R	1	
	N	1	
	U	1	
generation of pressure	C	6	Coercive
	N	2	
	U	1	
imbalanced power relationships	C	6	Normative
	R	1	
	N	2	
one-sided deliberativeness	C	6	Coercive
	N	2	
	U	1	

TABLE B-1 (Continued).

Indicator	Panel Classification		Classification Connotation of the Literature and/or Survey of the Graduate Secretarial Associates
	Category <sup>1</sup>	Number <sup>2</sup>	
manipulation of working conditions, work space, work pace or working environ- ment (without resulting change in earnings)	C	6	Normative
	R	1	
	N	2	
implications of inferiority	C	5	Coercive
	N	4	
control of additional work assignments	C	5	Normative
	R	2	
	N	2	
hire/fire influences	C	5	Remunerative
	R	3	
	N	1	
manipulation of privileges	C	5	Normative
	R	3	
	N	1	
manipulation of work variety, job repeti- tiveness	C	5	Normative
	R	1	
	N	3	
manipulation of hours without changes in earnings	C	4	Normative
	R	3	
	N	2	
manipulation of training opportunities	C	4	Remunerative
	R	3	
	N	2	
aggressive leadership	C	4	Normative
	N	3	
	R	1	
	U	1	

TABLE B-1 (Continued).

Indicator	Panel Classification		Classification Connotation of the Literature and/or Survey of the Graduate Secretarial Associates
	Category <sup>1</sup>	Number <sup>2</sup>	
<sup>4</sup> purchase of up-to-date technological equipment	R	9	Remunerative
<sup>4</sup> manipulation of fringe benefits	R C	8 1	Remunerative
<sup>4</sup> manipulation of salary	R C	8 1	Remunerative
<sup>4</sup> control of promotions/demotions (with salary changes)	R N C	7 1 1	Remunerative
education	R N	6 3	Normative
progress reviews	R N	5 4	Normative
<sup>5</sup> exchange of understanding, loyalty, and/ or respect	N	9	Normative
praise	N	9	Normative
pleasing communication tones	N C	8 1	Normative
<sup>5</sup> counseling	N C	8 1	Normative
legitimacy of authority	N C	8 1	Normative
appreciation	N R C	7 1 1	Normative

TABLE B-1 (Continued).

Indicator	Panel Classification		Classification Connotation of the Literature and/or Survey of the Graduate Secretarial Associates
	Category <sup>1</sup>	Number <sup>2</sup>	
5 defining work as "very important"	N	7	Normative
	R	1	
	U	1	
pep talks	N	7	Normative
	R	1	
	C	1	
demonstrations of proper procedures, etc. / setting an example	N	6	Remunerative
	R	2	
	C	1	
manipulation of prestige and esteem symbols	N	6	Normative
	R	2	
	C	1	
stroking	N	6	Normative
	C	3	
delegation of opportunities to make decisions alone	N	5	Normative
	R	2	
	C	1	
	U	1	
discussion of expectations/errors	N	5	Normative
	R	2	
	C	2	
suggestions	N	5	Normative
	R	3	
	U	1	
5 changes in the degree of self-supervision	N	5	Normative
	R	2	
	C	2	

TABLE B-1 (Continued).

<u>Indicator</u>	<u>Panel Classification</u>		<u>Classification Connotation of the Literature and/or Survey of the Graduate Secretarial Associates</u>
	<u>Category 1</u>	<u>Number 2</u>	
knowledge	N	5	Normative
	R	3	
	C	1	
promotions/demotions	N	4	Normative
	C	3	
	R	2	
evaluation responsibilities/progress reports	N	4	Coercive
	R	4	
	C	1	
manipulation of responsibilities	N	4	Normative
	C	3	
	R	1	
reliance on hierarchical positions	N	4	Coercive
	C	3	
	U	2	

TABLE B-2.  
CLASSIFIED INDICATORS OF INVOLVEMENT

Indicator	Panel Classification		Classification Connotation of the Literature and/or Survey of the Graduate Secretarial Associates
	Category <sup>1</sup>	Number <sup>2</sup>	
job insecurity	A	9	Alienative
lack of supervisor/secretary team relationships	A	9	Alienative
education/training underutilized	A C	8 1	Alienative
lack of variety of work	A C U	7 1 1	Calculative
lack of adequate equipment with which to do the job	A C	7 2	Alienative

## EXPLANATIONS

- <sup>1</sup>Of four possible categories: A = Alienative (intense negative orientation).  
C = Calculative (either negative or positive orientation with a low intensity).  
M = Moral (intense positive orientation).  
U = Undecided.
- <sup>2</sup>Of nine panel members, one nonreturn.
- <sup>3</sup>Included as an alienative response in the major survey instruments.
- <sup>4</sup>Included as a calculative response in the major survey instruments.
- <sup>5</sup>Included as a moral response in the major survey instruments.

TABLE B-2 (Continued).

Indicator	Panel Classification		Classification Connotation of the Literature and/or Survey of the Graduate Secretarial Associates
	Category <sup>1</sup>	Number <sup>2</sup>	
lack of a technically competent supervisor	A	7	Calculative
	C	2	
lack of prestige offered by the position itself	A	7	Alienative
	C	2	
lack of fringe benefits	A	7	Calculative
	C	1	
	U	1	
lack of sexual equality	A	7	Calculative
	C	2	
<sup>3</sup> geographical relocation	A	7	Alienative
	M	1	
	U	1	
<sup>3</sup> union membership (or other nonmanagement representative group)	A	6	Calculative
	C	3	
lack of personal responsibility	A	6	Alienative
	C	3	
lack of a personal control space (a desk, an office, etc.)	A	6	Alienative
	C	3	
<sup>3</sup> sexual opportunities	A	6	Alienative
	C	2	
	U	1	
<sup>3</sup> defined production quotas	A	5	Alienative
	C	3	
<sup>4</sup> social relationships	C	8	Calculative
	U	1	

TABLE B-2 (Continued).

Indicator	Panel Classification		Classification Connotation of the Literature and/or Survey of the Graduate Secretarial Associates
	Category <sup>1</sup>	Number <sup>2</sup>	
a "nuturant" supervisor	C	8	Moral
	M	1	
<sup>4</sup> social activities	C	7	Calculative
	A	1	
	U	1	
opportunities to associate with members of the opposite sex	C	7	Calculative
	U	2	
<sup>4</sup> opportunity to supervise	C	7	Calculative
	M	2	
<sup>4</sup> size of organization	C	7	Calculative
	M	1	
	U	1	
few worries, tensions, and troubles	C	6	Moral
	M	2	
	U	1	
name and/or title on the door/desk	C	6	Calculative
	M	2	
	U	1	
location of the organization	C	6	Calculative
	M	1	
	A	1	
	U	1	
frequent and close contact with other workers	C	5	Calculative
	M	3	
	U	1	

TABLE B-2 (Continued).

Indicator	Panel Classification		Classification Connotation of the Literature and/or Survey of the Graduate Secretarial Associates
	Category <sup>1</sup>	Number <sup>2</sup>	
few people to please, less criticism	C	5	Calculative
	M	3	
	A	1	
exemption from obligation to push a time clock	C	5	Moral
	M	4	
<sup>4</sup> competitive atmosphere	C	5	Calculative
	M	3	
	A	1	
Informality of the position/job/ organization	C	5	Calculative
	A	4	
best opportunity for a short-term job/ family; return to job	C	5	Alienative
	M	2	
	U	2	
type of organization	C	5	Calculative
	M	2	
	A	2	
autonomy in matters affecting work	C	4	Calculative
	M	2	
	A	2	
	U	1	
opportunity to follow	C	4	Alienative
	M	1	
	A	1	
	U	3	
access to treasury sources	C	3	Calculative
	A	2	
	M	2	
	U	2	

TABLE B-2 (Continued).

Indicator	Panel Classification		Classification Connotation of the Literature and/or Survey of the Graduate Secretarial Associates
	Category 1	Number 2	
family responsibility	C	3	Moral
	M	2	
	U	4	
opportunity for education and self- development	M	9	Moral
chance to do quality work	M	9	Moral
chance to do interesting work	M	9	Calculative
client contact	M	9	Calculative
opportunity for projection of a positive self-image	M	9	Moral
feeling of being a part of what is going on	M	9	Moral
5 career opportunities	M	9	Moral
pride in work	M	9	Moral
respect from supervisors	M	9	Moral
trust placed in personal judgment	M	9	Moral
opportunity for advancement	M	9	Moral
suitable work hours	M	8	Moral
	C	1	
highly respected organization	M	8	Moral
	C	1	

TABLE B-2 (Continued).

Indicator	Panel Classification		Classification Connotation of the Literature and/or Survey of the Graduate Secretarial Associates
	Category 1	Number 2	
5 a challenge	M	8	Moral
	C	1	
more opportunity to see concrete results of work	M	8	Calculative
	C	1	
adequate time to do the job	M	7	Moral
	C	2	
paid vacations	M	7	Calculative
	C	2	
pleasant physical conditions	M	7	Calculative
	C	2	
skills fully utilized	M	7	Moral
	C	2	
lack of discrimination	M	7	Moral
	C	1	
compatibility of basic values with those of the organization	M	7	Moral
	C	2	
5 compatibility with training/education	M	7	Moral
	C	2	
commitment to the organization	M	7	Moral
	C	2	
commitment to the supervisor	M	7	Calculative
	C	1	
	A	1	

TABLE B-2 (Continued).

Indicator	Panel Classification		Classification Connotation of the Literature and/or Survey of the Graduate Secretarial Associates
	Category <sup>1</sup>	Number <sup>2</sup>	
opportunity to see projects through to completion, see the results, and see a personal contribution	M	7	Calculative
	C	2	
prestige offered by the opportunities to perform	M	7	Moral
	C	2	
sense of obligation	M	7	Moral
	C	2	
time off	M	7	Calculative
	C	2	
means for security after retirement	M	7	Calculative
	C	2	
adequate help in doing the job	M	6	Calculative
	C	3	
close contact with management	M	6	Calculative
	C	3	
nature and content of the work itself	M	6	Moral
	C	3	
<sup>5</sup> prestige from association with the supervisor's organizational position	M	6	Moral
	C	2	
	A	1	
professionalism	M	6	Moral
	C	3	
desire to please	M	6	Moral
	C	2	
	U	1	

TABLE B-2 (Continued).

Indicator	Panel Classification		Classification Connotation of the Literature and/or Survey of the Graduate Secretarial Associates
	Category <sup>1</sup>	Number <sup>2</sup>	
economic conditions/job market considerations	M	6	Alienative
	C	3	
professional attitude of organizational personnel	M	6	Moral
	C	3	
assumption of independent tasks	M	6	Moral
	C	3	
flexible work hours	M	6	Calculative
	C	3	
power and authority of the position	M	5	Moral
	C	4	
a salary rather than an hourly wage	M	5	Calculative
	C	4	
opportunity to lead	M	5	Calculative
	C	3	
	A	1	
personal spending money	M	5	Calculative
	C	2	
	U	2	
personal style of the work	M	5	Moral
	C	3	
	U	1	
peer work group membership	M	4	Moral
	C	4	
	U	1	

TABLE B-2 (Continued).

<u>Indicator</u>	<u>Panel Classification</u>		<u>Classification Annotation of the Literature and/or Survey of the Graduate Secretarial Associates</u>
	<u>Category 1</u>	<u>Number 2</u>	
safer, cleaner, less fatiguing work	M	4	Calculative
	C	3	
	U	1	

DISCUSSION NOTES ON RESEARCH FINDINGS DURING CLASSIFICATION  
OF INDICATORS

The total agreement on the positive aspect of "client contact" may reflect the preference of most workers to deal with people rather than equipment and machinery.

Most panel members were not ready to commit themselves on a positive or negative classification of an "opportunity to follow," indicating that the positive/negative situational aspects would very likely determine the good or bad of such a position, supporting the growing contention that "following" is not all bad--in fact, it may be better for some than leading.

While no one felt that such aspects of the work world as professionalism, autonomy, and commitment, and competence could be totally negative, neither did all panel members unanimously support the contention that these factors exist without possible negative connotations.

The responses to the "informality of the position/job/organization" stimulus enables the placement of this organizational situation at least to the left of center on a negative-positive continuum. Isn't this a clear statement of preference for structure, at least to some degree? A preference for structure may also be reflected in the difference in the responses to "suitable work hours" (90 percent intensely positive) and "flexible work hours" (only 60 percent positive and 40 percent calculative).

All panel members felt that the "supervisor/secretary team relationship" was a positive involvement situation, apparently in 100 percent agreement that the "team" is preferable to a more rigidly differentiated boss-employee relationship.

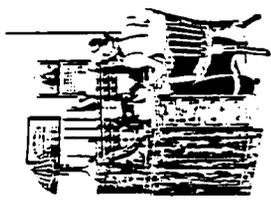
There is almost universal agreement among the panel members that the positive involvement is a correlate of "pride," "respect," "trust," "challenges," "quality," "interest," "advancement," etc.; negative involvement is associated with the opposites of these aspects of a position/relationship in/with an organization.

The calculative involvement is a reflection of the more common "choices" in the selection of a position--the size of the organization, the nature of the work, the atmosphere, and the social activities and relationships. The "choice" areas which do not seem to be generally acceptable or with redeeming value as a part of work life (example: sexual opportunities) fall more "alienative."

Some responses raise questions of changes in our social/family norms: family responsibility as an aspect of organizational involvement (not the strong positive aspect it has been in the past when the job was much more the means through which the man fulfilled his responsibility to support his family), best opportunity for a short-term job/family/return to job (with both calculative and moral aspects, introducing questions to this traditional female approach to a career), and union membership (strongly negative and yet unions are now seeking and finding their greatest growth in white-collar employment areas).

APPENDIX C  
SURVEY INSTRUMENTS

LEADERSHIP SECRETARIAL  
ASSOCIATE SURVEY



Do you currently hold a Certified Professional Secretary rating?

/ / / /  
Yes No

If your response to this question is "yes," please return the survey without responding to any additional questions; you will be included in a later part of the research.

If your response is no, please continue.

Professional Secretaries, International, defines a secretary as "an executive assistant who possesses a mastery of office skills, demonstrates the ability to assume responsibility without direct supervision, exercises initiative and judgment, and makes decisions within the scope of assigned authority."

Are you currently employed in a position with responsibilities which define your role as a secretary as described by the definition above?

/ / / /  
Yes No

If your response to this question is "no," please return the survey without responding to any additional questions.

If your response to this question is "yes," please continue.

The PSI definition of secretary (above) will apply to all of the remaining questions. The term "principal" will be used as the one who employs you to act as his/her secretary; i.e., your supervisor, the person to whom you are directly responsible for your work. (Other than one principal is a recognized possibility; your responses should be general to reflect the function of all principals.)

1. What would most likely be used by your principal to increase your productivity?

2. What is one of the ways used or most likely to be used by your principal to influence you in changing the way you do things?

3. What is the primary influence used by your principal to affect optimum performance from you?

4. What has been or would most likely be used by your principal to effect a correction in work (not taking your errors)?

5. What is the primary reason for your choice of this organization as a place to work?

6. What is your reaction to your work?

7. What would be a most likely reason for your departure from this organization?

8. In selecting another job, what would be the one thing about your present position which you would regret to lose?



The following cards contain items which detail or describe the elements of existing or potential power of organizational personnel in supervisory relationships with secretaries. Please classify each power indicator in one of the four categories: (1) coercive, (2) remunerative, (3) normative, or (4) undecided.

After you have completed the classifications, please use a rubber band to encircle each of the four groups of cards before returning them to the researcher.

Thank you!

The following cards contain items which detail or describe the elements of existing or potential involvement of secretaries in organizational relationships with their supervisors. Please classify each involvement indicator in one of the four categories: (1) alienative, (2) calculative, (3) moral, or (4) undecided.

After you have completed the classifications, please use a rubber band to encircle each of the four groups of cards before returning them to the researcher.

Thank you!

**Power:** an actor's ability to induce or influence another actor to carry out his directions or any other norms he supports.

**Involvement:** the appraised mental/emotional orientation of an actor.

Coercive power: physical; the application, or the threat of application, of physical sanctions; generation of frustration through restriction of movement; or controlling through force the satisfaction of needs.

Remunerative power: material; control over material resources and rewards.

Normative power: symbolic; the allocation and manipulation of symbolic rewards and deprivations; persuasive, manipulative, or suggestive power.

Undecided

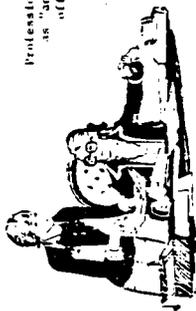
Alienative involvement: intense negative orientation.

Calculative involvement: either negative or positive orientation with a low intensity.

Moral involvement: intense positive orientation.

Undecided

SECRETARIAL ASSOCIATE COMPLIANCE SURVEY INSTRUMENT



Professional Secretaries International defines a secretary as "an executive assistant who possesses a mastery of office skills and demonstrates the ability to assume responsibility with initiative, judgment, and makes decisions within the scope of assigned authority."

A. Are you currently employed in a position with responsibilities which define your role as a secretary as described by the definition above?

Yes  No

If your response to this question is "no," please return the survey without responding to any additional questions.

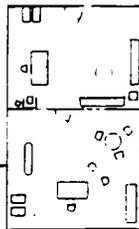
If your response to the above question is "yes," please continue.

The PSI definition of secretary (above) will apply in all of the remaining questions. The term "principal" will be used in referring to the person who employs you to associate with him/her as a secretary--your supervisor, the person to whom you are directly responsible for your work. (More than one principal is a recognized possibility; your responses should be general to reflect the inclusion of all principals to whom you directly report.)

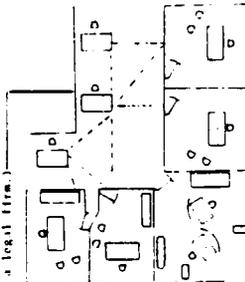
An administrative unit is defined as an organizational work group; for example, the accounting department, the legal department. In small organizations, this administrative unit may include the entire organization; for example, a legal firm where the secretarial support staff is associated with all of the attorneys.

B. Which of the following schematic representations is most descriptive of the operation of the administrative unit where you work? (Code: S = Secretary; P = Principal.)

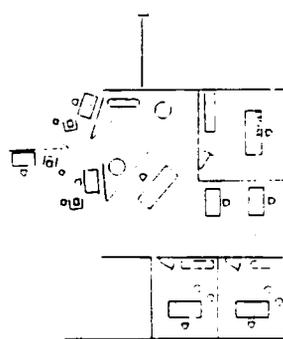
Traditional Mode--The "Private Secretary" associated with one executive.



Satellite Mode--A "work cluster" of secretaries associated with an executive or a select group of specialists performing similar tasks. (Examples: Secretaries to sales personnel in the sales department; secretaries to the attorneys in a legal firm.)



Centralized Mode--Group of secretaries (often with other office employees) usually associated more with the organization than with any single principal or group of principals and often supervised by an "office manager." (Examples: word processing center; secretarial pool.)



For each of the next eight questions, select and circle either A, B, or C. Then place a check mark (✓) between the two possible answers in the response set you have selected and circled.

EXAMPLE

What would your principal most likely have to do to get you to spend your workday to finish a report which is late?

- A. force you pay you
- B. explain the need and express appreciation**
- C. force you

The circled (B) indicates an interest in both appreciation and pay for the workday work. The check mark (✓) in the middle box indicates that the secretary is equally interested in pay and appreciation. A stronger demand for pay would have been indicated by a check (✓) in a box closer to "pay," and a stronger demand for appreciation would have been indicated by a check (✓) in a box closer to "appreciation."

Remember: Select a set (A, B, or C) and then indicate the comparison between the alternatives chosen by checking (✓) one of the seven blanks between the response choices in the set.

Here are four contingencies on your work production for you to consider:

What is used or would more likely be used by your principal?

1. To increase your productivity? \*

- A. verbal abuse salary manipulation
- B. salary manipulation exchange of understanding, loyalty, and/or respect
- C. exchange of understanding, loyalty, and/or respect verbal abuse

2. To influence you to change the way you do things?

- A. promotions/demotions with salary changes inducement of stress
- B. counseling promotions/demotions with salary changes
- C. inducement of stress counseling

3. To affect optimum performance from you?

- A. changes in the degree of self-supervision actual or threat of physical abuse
- B. purchase of up-to-date technological equipment changes in the degree of self-supervision
- C. actual or threat of purchase of up-to-date technological equipment

SECRETARIAL ASSOCIATE COMPLIANCE SURVEY INSTRUMENT  
Page 2

4. To effect a correction in work containing your errors?

- A. reprimands ..... defining work as "very important"
- B. defining work as "very important" ..... manipulation of fringe benefits
- C. manipulation of fringe benefits ..... reprimands

Now here are four questions concerning your involvement with the organizational unit where you work:

5. Which is the primary reason for your selection of your job with this organizational unit?

- A. sexual opportunities ..... size of the organization
- B. size of the organization ..... job position compatible with training/education
- C. job position compatible with training/education ..... sexual opportunities

6. What would be the most likely reason for your departure from this organizational unit?

- A. opportunity to supervise ..... geographical relocation
- B. career opportunities ..... opportunity to supervise
- C. geographical relocation ..... career opportunities

7. What is something about your present organizational position which you would require in a new organizational position?

- A. prestige from association with the principal's organizational position ..... defined production quotas
- B. social relationships/social activities ..... prestige from association with the principal's organizational position
- C. defined production quotas ..... social relationships/social activities

8. What would be your reaction to additional work assignments?

- A. union membership ..... acceptance as a challenge
- B. acceptance as a challenge ..... creation of a competitive atmosphere
- C. creation of a competitive atmosphere ..... union membership

To enable a comparison of your responses with the responses of other groups, please provide some information about yourself:

AA. Please indicate the number of years of secretarial experience you have with this administrative unit. .... (years)

BB. Please indicate your total years of secretarial work experience. .... (years)

CC. Please check a box on the right to describe your most advanced formal educational preparation.

- less than high school [ ]
- high school [ ]
- one or two years post high school [ ]
- associate degree [ ]
- baccalaureate degree or higher [ ]
- other (please explain) [ ]

DD. Please indicate your age. .... (years)

EE. Please check the appropriate box on the right.

- female [ ]
- male [ ]

THANK YOU!



THE (S)ADMINISTRATIVE UNIT DEMOGRAPHIC PROFILE INSTRUMENT

Instructions: Select only one response to questions with limited alternatives by marking the appropriate box. For questions with response choices along a continuum, indicate the degree, strength, or inclination toward a selected choice by placing a check mark (✓) in one of the seven blanks; the middle blank is an equal choice of the two alternatives in all cases.

- Which of the following categories is most descriptive of the primary goals of the organizational administrative unit where you are working?
  - order: the control of societal deviants
  - economic: the production of commodities or services
  - culture: the creation and preservation of value commitments or the satisfaction of social needs
  - order/economic: a combination of order and economic
  - economic/culture: a combination of economic and culture
  - culture/order: a combination of culture and order
- Is the principal for whom you work as powerful as the heads of most other units in your organization?
 

( )	( )	( )	( )	( )	( )	( )
Yes						No

1. Which units have heads that are more powerful? (See definitions below.)

( )	( )	( )	( )	( )	( )	( )
Production units	Service units	None				

Definitions:

- Production units: units of an organization involved in the manufacture of products or in the major goal function of the organization.
  - Service units: units of an organization involved in the business functions in support of production or distribution of the major goal function of the organization.
2. Is the principal for whom you work basically cooperative or antagonistic toward the heads of other units of your total organization?

cooperative  antagonistic

3. Which of the following two classifications is the better descriptive category of the activities which your principal(s) control? (See definitions below.)

Instrumental  expressive

Definitions:

- Instrumental: mostly routine in execution, following standards or procedures previously established and mostly concerned with information and knowledge.
- expressive: deeper in meaning with greater freedom in decisions involving attitudes and inclinations on attitudes, norms, and values.

4. Which is the major source of power of the principal(s) in your administrative unit?

( )	( )	( )	( )	( )	( )
the position the principal holds in the organization	personal characteristics	charism	charism	charism	charism

7. Considering only the instrumental activities (those involving only routine procedures), which is the better description of your principal(s)? (See definitions below.)

differentiated  amalgamated

Definitions:

- differentiated: establishes a personal control system for the unit.
- amalgamated: accepts the control system of higher supervisors in the organization for his/her own organizational unit.

8. Considering only the expressive activities (those involving attitudes, norms, values), which is the better description of your principal(s)?

differentiated  amalgamated

( ) the principals ( ) the secretaries themselves

10. Considering only the instrumental activities (routine procedures), which is the better description of the work relationships within your administrative unit? (See definitions.)

( ) inter-rank ( ) inter-rank

Definitions:

- inter-rank: basically including only the secretaries.
- inter-rank: basically including the secretaries and the principals.

11. Considering only the expressive activities (those involving attitudes, norms, and values), which is the better description of the work relationships with your administrative unit?

( ) inter-rank ( ) inter-rank

( ) formal leader ( ) informal leader

Definitions:

- formal leader: superior with power of position and personal power.
- informal leader: yourself, another secretary, or an organizational leader with no official power over personnel in your organizational unit, only personal power.

13. Which is the stronger source of informal leadership in your administrative unit?

( ) organizational position ( ) personal characteristics

14. Who has the greater charism?

( ) formal leaders ( ) informal leaders

Definitions:

- charism: a special quality of leadership that inspires the popular imagination and inspires unswerving allegiance and devotion.

15. To what degree are you in general agreement with the goals of your administrative unit?

( ) great deal ( ) none at all

THE CES/ADMINISTRATIVE UNIT DEMOGRAPHIC PROFILE - INSTRUCTIONS  
Page 2

16. To what degree are you in agreement with the policies and prescribed procedures for achieving the administrative unit goals?

none at all ..... a great deal

17. To what degree are you in general agreement with the values represented by your organizational unit?

a great deal ..... none at all

18. To what degree are you in agreement with the expected participation of secretaries with organizational activities in your administrative unit?

none at all ..... a great deal

19. To what degree are you and the principal(s) for whom you work in agreement on the amount and quality of work you are expected to achieve?

a great deal ..... none at all

20. How often do you and your principal(s) disagree on facts?

never ..... frequently

21. With is the greater quantity of work-related information communicated to you?

instrumental ..... expressive

Definitions:

instrumental: the distribution of information and knowledge of a cognitive nature, as directives, procedures, policies, etc.

expressive: communications to effect change or reinforce attitudes, norms, and values, as praise, expressions of acceptance, etc.

22. Is the work-related information communicated to you greater (from your co-workers or your principal(s))

other secretaries ..... principal(s)

23. In considering the exchange of information between you and your principal(s), are the communications greater to you or from you?

from secretaries to ..... from principal(s) to  
principal(s) ..... secretaries

24. Which of the following was the primary criteria used by your organization when you were considered for your present position?

- demonstrated performance abilities
- the salary for which you were willing to work
- your associations or acquaintances
- your previous formal educational training
- test or skill scores
- demonstrated commitment to a secretarial career
- other (please explain)

25. Which of the following is a better description of your orientation to your work immediately after you joined this administrative unit?

training in the performance standard expectations and procedures ..... attitudes, norms, and values orientation

26. To what degree was your socialization complete prior to the time of your initial membership in this organizational unit?

no role socialization ..... fully complete role socialization  
at all

Definition:

socialization: orientation for satisfactory functioning in a role, particularly the social aspects of the role.

27. Where was your previous socialization for your present position obtained?

previous secretarial or related position ..... educational background

28. What is your current priority?

family ..... secretarial career

29. What is the number of nonwork groups (formal or informal) to which you belong, and to which other secretaries in your administrative unit or your principal(s) also belong? (Remember to include your family social group if applicable!)

(Number)

30. Are any of these groups (from question 29) composed entirely of people from your administrative unit?

Yes  No

31. Are there any activities outside of your organizational unit activities which you do not engage in or which you engage in only with restrictions because of your position as a secretary in this organizational unit?

Yes  No

32. Do you have a personal, off-the-job friendship with an other member of this administrative unit which results in increased distraction on the job?

Yes  No

33. Are you more likely to have a personal friendship with a peer or a principal from your administrative unit?

peer relationship ..... secretary-principal relationship  
(secretary) (secretary)

34. Do you hold a secretarial position in any other group?

Yes  No

35. In comparison, are there more total organizational personnel with whom you are in contact at work than there are organizational personnel with whom you are not in contact?

more personnel with whom you have contact ..... more personnel with whom you do not have contact



FRANKLIN'S COMPLIANCE SURVEY INSTRUMENT

Professional Secretaries International defines a secretary as "an executive assistant who possesses a mastery of office skills, demonstrates the ability to assume responsibility without direct supervision, exercises initiative and judgment, and makes decisions within the scope of assigned authority."

The ESI definition of secretary (above) will apply in all of the following questions. The term "principal" is used to refer to someone who employs or supervises another person who acts as his/her secretary and to whom the secretary is directly responsible. (More than one secretary is recognized as possible; your responses should be general to reflect the inclusion of all secretaries who work under your supervision.)

The administrative unit given consideration in this research study is defined by the role you fill as the principal and the relationship of your role with that of the secretary(ies) you directly supervise.

For each of the eight questions, select and circle either A, B, or C. Then place a check mark (✓) between the two possible answers in the response set you have selected and checked.

EXAMPLE

What would you most likely have to do to get your secretary(ies) to spend a weekend to finish a report which is late?

- A.  pay her/him/them
- B.  pay her/him/them ✓
- C.  explain the need and express appreciation

The checked (B) indicates a likelihood of both appreciation and pay for the weekend work. The check mark (✓) in the middle box indicates the respondent's choice for both the pay and the expression of appreciation. The stronger possibility for pay would be that appreciation would have been enough to get the secretary to work on the weekend but that appreciation called by a check (✓) in a box closer to "appreciation."

Remember: Select a set (A, B, or C) and then indicate the comparison between the alternatives by checking (✓) one of the seven blanks between the response choices in the set.

Here are four contingencies on secretarial work production for you to consider:

What would you most likely use . . .

1. To increase the productivity of your secretary(ies)

- A.  verbal abuse
- B.  salary manipulation
- C.  exchange of understanding, loyalty, and respect

2. To influence your secretary(ies) to change the way things are done . . .

- A.  promote/award them with salary changes
- B.  counseling
- C.  inducement of stress

3. To elicit optimum performance from your secretary(ies)?

- A.  changes in the degree of self-supervision
- B.  purchase of up-to-date technological equipment
- C.  actual or threat of physical abuse

4. To effect a correction in work submitted by your secretary(ies)?

- A.  reprimands
- B.  defining work as "very important"
- C.  manipulation of fringe benefits

5. Here are four questions concerning your secretary(ies)'s involvement in your organizational unit:

5. What was the primary reason for your secretary(ies)'s selection of a job in this organizational unit?

- A.  sexual opportunities
- B.  size of the organization
- C.  job position compatible with training/education

6. What would be the most likely reason for your secretary(ies)'s departure?

- A.  opportunities to supervise
- B.  career opportunities
- C.  geographical relocation

7. What is something about your secretary(ies)'s present position which she/he/she would most likely require in a new position?

- A.  prestige from association with the principal's organizational position
- B.  social relationships/social activities
- C.  defined production quotas

8. What would be your secretary(ies)'s reaction to additional work assignments?

- A.  union membership
- B.  acceptance is a challenge
- C.  creation of a competitive atmosphere

and/or work style

## PILOT STUDY COMPARISON SURVEY

- I. Using the definitions provided, select a term to describe your involvement with the organizational administrative unit where you work. Circle either A, B, or C.
  - A. Alienative: intense negative orientation.
  - B. Calculative: either negative or positive orientation with a low intensity.
  - C. Moral: intense positive orientation.
  
- II. Using the definitions provided, select a term to describe the power used in the organizational unit where you work. Circle either A, B, or C.
  - A. Coercive: physical; the application, or the threat of application, of physical sanctions; generation of frustration through restriction of movement; or controlling through force the satisfaction of needs.
  - B. Remunerative: material; control over material resources and rewards.
  - C. Normative: symbolic; the allocation and manipulation of symbolic rewards and deprivations; persuasive, manipulative, or suggestive power.

APPENDIX D  
STUDY PARTICIPANTS

## PARTICIPANTS IN THE GRADUATE SECRETARIAL ASSOCIATE SURVEY

Ms. E	Adderholdt	Ms. G	Clark
Ms. R	Ayers	Ms. S	Cole
Ms. P	Baker	Ms. N	Coward
Ms. S	Ballard	Ms. T	Davenport
Ms. K	Banks	Ms. K	Earley
Ms. K	Barnhill	Ms. K	Edmonds
Ms. D	Braine	Ms. T	Ferguson
Ms. D.	Brookshire	Ms. A	Frick
Ms. P	Buckner	Ms. D.	Gunter
Ms. S	Carter	Ms. D	Hall
Ms. S	Case	Ms. R	Hall

PARTICIPANTS IN THE GRADUATE SECRETARIAL ASSOCIATE SURVEY  
Page 2

Ms. B	Hinson	Ms. D	McKinnev
Ms. S	Hitchcock	Ms. M	Metcalf
Ms. M	Hix	Ms. L	Moody
Ms. V	Hollifield	Ms. P	Moore
Ms. K	Hughes	Ms. S	Owen
Ms. C	Inch	Ms. P	Owenby
Ms. M	Jarvis	Ms. C	Parker
Ms. M	King	Ms. P	Ragland
Ms. T	Lovelace	Ms. S	Renison
Ms. Y	Martin	Ms. N	Riegg
Ms. D	McAfee	Ms. C	Roberts
		Ms. G	Robinson

PARTICIPANTS IN THE GRADUATE SECRETARIAL ASSOCIATE SURVEY  
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Ms. D.	Ruth	Ms. D	Vlahos
Ms. K.	Sawyer	Ms. M	Williams
Ms. J	Self	Ms. S	Wvatt
Ms. S	Sorrells	Ms. J	Wynn
Ms. T	Southern	Ms. M	Yarborough
Ms. S	Steele		
Ms. B	Sullivan		
Ms. J	Swain		
Ms. B	Taylor		
Ms. P	Thomas		
Ms. T	Todd		
Ms. M	Trison		

## PANEL MEMBERS FOR THE INVOLVEMENT CONSTRUCT

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TABLE D-1. NORTH CAROLINA CHAPTERS OF PROFESSIONAL SECRETARIES INTERNATIONAL.

Chapter	Population of Municipality	Population Rank Order	Location	Chapter President, Address/ Telephone Number	Survey Status		Order of Random Selection
					Arbitrary Selection	Random Selection	
	3,780	1	Wake Forest	Edith Carroll 1639 Willow Lane Henderson, NC 27536	Yes		--
	4,446	2	Siler City	Edith B. Terry, CPS P.O. Box 686 Siler City, NC 27344	No		--
	6,765	3	Waynesville	Barbara Woody P.O. Box 872 Waynesville, NC 28786	No		--
	7,288	4	Smithfield	Barbara N. Adams Route 2, Box 65 Selma, NC 27576	No		3
	7,688	5	Forest City	Susie Jane Barnes Route 4, Box 95 Forest City, NC 28043	No		1
	8,418	6	Washington	Rita Brown City of Washington P.O. Box 1988 Washington, NC 27889	No		--
	12,639	7	Monroe	Bonnie R. Austin, CPS 1203 Crescent Street Monroe, NC 28110	No		4
	14,144	8	Thomasville	Donna Golins P.O. Box 921 Thomasville, NC 27360	No		--

\*From two divisions, by population: the sector of smaller municipalities, rank ordered 1-15; the sector of larger municipalities, rank ordered 16-27. There are two chapters in Charlotte, so a random selection eliminated one chapter following the arbitrary classification assignment.

TABLE D-1 (Continued). NORTH CAROLINA CHAPTERS OF PROFESSIONAL SECRETARIES INTERNATIONAL.

Population of Chapter Municipality	Population Rank Order	Location	Chapter		Survey Status	
			President, Address / Telephone Number	Arbitrary Selection	Random Selection	Order of
14,702	9	Roanoke Rapids	Janice C. Patterson 221 Williams Street Roanoke Rapids, NC 27870	No	--	--
14,773	10	Sanford	Sylvia Parton Route 10, Box 138 Sanford, NC 27330	No	--	--
15,252	11	Asheboro	Betty H. Hunter P.O. Box 362 Asheboro, NC 27203	No	--	--
15,310	12	Shelby	Judy Wright Route 2, Box 235-A Shelby, NC 28150	No	--	--
20,757	13	Hickory	Sandra Morrow Route 1, Box 696 Taylorsville, NC 28681	No	--	2
22,677	14	Salisbury	Darrell S. Bates 615 Wiley Avenue Salisbury, NC 28144	No	--	--
25,234	15	Kinston	Angela Simmons Route 1, Box 162 Albertson, NC 28508	No	--	--
35,740	16	Greenville	Nilla L. Bland P.O. Box 406 Greenville, NC 27834	No	--	--
37,266	17	Burlington	Ginger Rice Route 1, Box 254-B Reidsville, NC 27320	No	--	3

TABLE D-1 (Continued). NORTH CAROLINA CHAPTERS OF PROFESSIONAL SECRETARIES INTERNATIONAL

Population of Chapter Municipality	Population Rank Order	Location	Chapter President, Address/ Telephone Number	Survey Status	
				Arbitrary Selection	Random Selection
41,283	18	Rocky Mount	Elizabeth Baker Route 3, Box 33 Nashville, NC 27856	No	--
47,333	19	Gastonia	Deanne B. Wallace TI-Card, Inc. P.O. Box 699 Gastonia, NC 28052	No	--
53,583	20	Asheville	Martha Capps Route 5, Box 1166 Asheville, NC 28803	No	2
63,380	21	High Point	Diana Baum 210 Parkview Terrace Jamestown, NC 27282	No	--
100,831	22	Durham	Dorothy H. King, CPS 619 Lynn Road Durham, NC 27703	No	--
131,885	23	Winston-Salem	Cathy Marlon, CPS 205 Linville Circle Kernersville, NC 27284	No	--
150,155	24	Raleigh	Delores N. Ledford Burrroughs Wellcome Co. 3030 Cornwallis Road Research Triangle Park, NC 27709	No	--
155,642	25	Greensboro	Phyllis P. Gibbs, CPS Cone Mills Corp. 1201 Maple Street Greensboro, NC 27405	No	1

TABLE D-1 (Continued). NORTH CAROLINA CHAPTERS OF PROFESSIONAL SECRETARIES INTERNATIONAL.

<u>Chapter</u>	<u>Population of Municipality</u>	<u>Population Rank Order</u>	<u>Location</u>	<u>Chapter President, Address/ Telephone Number</u>	<u>Survey Status</u>	
					<u>Arbitrary Selection</u>	<u>Order of Random Selection</u>
314,447		26	Charlotte	Patty M. Marks, CPS 4818 Dogwood Place Charlotte, NC 28212	Yes	1
314,447		27	Charlotte	Brenda G. LaBorde, CPS P.O. Box 30035 Charlotte, NC 28230	Yes	--

APPENDIX E  
DATA TABULATIONS

Table E-1.  
PILOT STUDY DATA SUMMARY

<u>Question</u>	<u>Compliance Classification</u>	<u>Responses</u>
<u>Secretarial Associate Compliance Survey Instrument (36 respondents)</u>		
B. Administrative Unit Operation	9	18 Satellite 14 Traditional 3 Traditional 1 No Response
AA. Average Number of Years of Secretarial Experience with the Administrative Unit	9 6	7 Years 6 Years
BB. Average Number of Years of Secretarial Experience	9 6	19 Years 13 Years
CC. Formal Education	9	2 High School 5 High School Plus Additional Courses 10 1 or 2 Years Post High School 14 Associate Degrees 1 Baccalaureate Degree or More 1 1 or 2 Years Post High School 3 Baccalaureate Degree or More
DD. Average Age	9 6	41 Years 3 No Responses 38 Years

Table E-1 (Continued).  
PILOT STUDY DATA SUMMARY

EE. Sex	Question	Compliance Classification	Responses
		9	32 Females
		6	4 Females
<u>The CPS/Administrative Unit Demographic Profile Instrument (20 Respondents)</u>			
	1. Administrative Unit Goals	9	9 Economic 1 Order-Economic 5 Economic-Culture 2 No Responses 2 Economic 1 No Response
	2. Comparative Power of Administrative Unit Principal with Other Unit Principals	9	11 Yes 6 No 3 Yes
	3. Units with More Powerful Heads	9	10 Production 1 Service 6 None 3 Production
	4. Principal-to-Principal Relationships	9	17 Cooperative 1 Cooperative 2 Antagonistic
	5. Type of Activities Unit Principals Control	9	9 Expressive 5 Instrumental 3 Equally Instrumental and Expressive
		6	3 Instrumental

Table E-1 (Continued).  
PILOT STUDY DATA SUMMARY

<u>Question</u>	<u>Compliance Classification</u>	<u>Responses</u>
6. Major Source of Principal's Power	9 6	17 Position 3 Personal
7. Description of Instrumental Activities of Principal	9 6	9 Differentiated 3 Amalgamated 5 Equally Differentiated/Amalgamated 2 Differentiated 1 Amalgamated
8. Description of Expressive Activities of Principal	9 6	14 Differentiated 3 Amalgamated 2 Differentiated 1 Amalgamated
9. Individual Setting Standards in the Administrative Unit	9 6	9 Principal 3 Secretary 5 Equally Principal and Secretary 2 Principal 1 Secretary
10. Work Relationships for Instrumental Activities	9 6	12 Intrarank 2 Interrank 3 Equally Intrarank and Interrank 2 Intrarank 1 Interrank
11. Work Relationships for Expressive Activities	9 6	8 Interrank 9 Equally Intrarank and Interrank 2 Intrarank 1 Interrank

Table E-1 (Continued).

## PILOT STUDY DATA SUMMARY

<u>Question</u>	<u>Compliance Classification</u>	<u>Responses</u>
12. Comparison of Influence of Formal and Informal Leaders	9	10 Formal 4 Informal 3 Equally Formal and Informal 2 Formal 1 Informal
13. Source of Informal Leadership in the Administrative Units	9	9 Personal 3 Organization 5 Equally Personal and Organization 1 Personal 2 Equally Personal and Organization
14. Comparison of Charisma of Formal and Informal Leaders	9	7 Formal 7 Informal 3 Equally Formal and Informal 3 Informal
15. Secretarial Agreement with Goals of the Administrative Unit	9 6	17 A Great Deal + or - 3 A Great Deal + or -
16. Secretarial Agreement with Policies and Prescribed Procedures for Achieving Administrative Unit Goals	9 6	11 A Great Deal + or - 1 Equally A Great Deal and None (Mild) 5 None + or - 3 A Great Deal + or -
17. Secretarial Agreement with Values of Administrative Unit	9 6	14 A Great Deal + or - 3 Equally A Great Deal and None (Mild) 2 A Great Deal + or - 1 Never + or -

Table E-1 (Continued).  
PILOT STUDY DATA SUMMARY

<u>Question</u>	<u>Compliance Classification</u>	<u>Responses</u>
18. Agreement with the Expected Participation of Secretaries with Organizational Activities	9 6	13 A Great Deal + or - 4 Equally A Great Deal and None (Mild) 2 A Great Deal + or - 1 None + or -
19. Agreement Between Secretary and Principal on the Amount and Quality of Work Expected	9 6	17 A Great Deal + or - 3 A Great Deal + or -
20. Frequency of Disagreement on Facts Between Principal and Secretary	9 6	14 Never + or - 3 Equally Never and Frequently (Average) 3 Never + or -
21. The Greater Quantity of Work-related Information Communicated to Secretary	9 6	9 Instrumental 6 Expressive 2 Equally Instrumental and Expressive 3 Expressive
22. Source of Work-related Information Communicated to Secretary	9 6	11 Principal 4 Other Secretaries 2 Equally Principal and Other Secretaries 3 Principal
23. Flow of Information Between Secretary and Principal	9 6	7 Secretary to Principal 4 Principal to Secretary 6 Equally P to S and S to P 1 Secretary to Principal 2 Equally P to S and S to P

Table E-1 (Continued).  
PILOT STUDY DATA SUMMARY

<u>Question</u>	<u>Compliance Classification</u>	<u>Responses</u>
24. Primary Criteria for Present Position	9	11 Demonstrated Performance Abilities 6 Education
25. Orientation to Work	6	3 Demonstrated Performance Abilities
	9	8 Training + or - 3 Attitudes, Norms, Values + or - 6 Equally Training and A/N/V
	6	2 Training + or - 1 Equally Training and A/N/V
26. Measure of Socialization Completeness Prior to Work in Organizational Unit	9	9 Fully Socialized + or - 8 No Role Socialization + or -
	6	3 Fully Socialized + or -
27. Source of Previous Socialization	9	11 Experience + or - 3 Education + or -
	6	3 Equally Experience and Education 1 Education + or - 2 Equally Experience and Education
28. Current Priority	9	9 Family + or - 3 Career + or -
	6	5 Equally Family and Career 3 Family + or -
29. Average Number of Nonwork Groups with Secretary and other Unit Personnel	9	2 1/3 Groups
	6	3 Groups

Table E-1 (Continued)  
 PILOT STUDY DATA SUMMARY

<u>Question</u>	<u>Compliance Classification</u>	<u>Responses</u>
30. Nonwork Groups Composed Entirely of Administrative Unit Personnel	9	17 No 3 No
31. Outside Activities Restricted	9 6	17 No 3 No
32. Personal Off-the-Job Friendships with other Administrative Unit Personnel	9 6	7 Yes 7 No 3 No Responses 2 Yes 1 No
33. More Likely Personal Friendship	9 6	9 Peer 3 Secretary-Principal 5 Equally Peer/Secretary-Principal 2 Peer 1 Equally Peer/Secretary-Principal
34. Secretarial Position in Another Group	9 6	3 Yes 14 No 3 Yes
35. Comparison of Contacts with Other Organizational Personnel	9 6	9 More Personnel Without Contact + or - 3 More Personnel With Contact + or - 5 Equally With and Without Contact 3 More Personnel Without Contact + or -

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