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**A STUDY OF SMALL INFORMAL GROUP
DYNAMICS AS RELATED TO ATTITUDES TOWARD MANAGEMENT**

BY

MURRAY CECIL ADAMS, JR.

B. A., University of Mississippi, 1963

**A Thesis
Submitted to the Faculty of
The University of Mississippi
in Partial Fulfillment of the Requirements
for the Degree of Master of Arts
in the Department of Sociology and Anthropology**

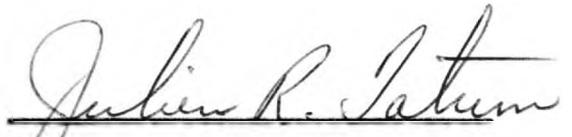
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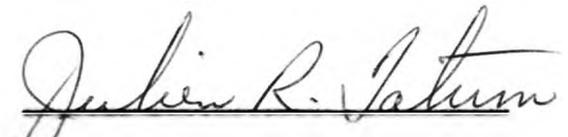
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MURRAY CECIL ADAMS, JR.



Professor of Sociology
(Director of the Thesis)



Chairman of the Department
of Sociology and Anthropology



Dean of the Graduate School

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CHAPTER ONE

INTRODUCTION

If the scientific investigator is skeptical about the "human" or "X" factor involved in group performance, let him today be assured of its existence. Such names as Hawthorne, Western Electric, and Elton Mayo have placed this variable into the realm of topics for sophisticated investigation. As a result of this the industrialist of today is concerned with the production norms of the small, informal group in his plant, and he has learned to barter with its power ability. Following the example set forth by Elton Mayo and Western Electric, he now places great emphasis on human relations, the need for clear channels of communication, and the sympathetic understanding of the problems of others.

With this recognition has come the realization of a new approach to the dynamics of the group and, moreover, its significance in a work situation. Cohesiveness and communication are regarded as the primary dynamics of the group, and with these characteristics the group thrives as one of the most important elements in industry today.

Gordon Taylor in his book, Are Workers Human?, makes it clear that people need groups in which to belong and the security which the group assures. The group affords its members positive rewards and prestige further strengthening itself and its ties. Within the setting of work the necessity of groups is no less important as is clearly evidenced when management shifts its workers haphazardly in order to achieve more

efficient ends. The result of such shifting usually leads to the breakdown of the group and resentment among workers toward a management responsible for this taking place. Taylor has found that women in particular seem to find this breakdown most disagreeable. It becomes obvious then that management must take the group into account when setting up its work layout in order that it tends to promote group formation rather than the destruction of same.¹

Statement of the Problem

What happens when management fails to take these factors into account? What are the results of a management which has little concern for the worker as a human being? Do the attitudes of the worker toward management affect their work productivity on the average? Are the attitudes toward management in anyway related to the number of friendship ties which the worker has? Is nativity a factor to be considered in examining the degree of integration a worker reaches with his co-workers?

These are but a few of the many questions which arise when the investigator takes a second look into the network of human relations. A principal issue which seems germane in human relations is the problem of attitudes. Attitudes are difficult to measure, and in all the present literature it is obvious that more needs to be said about specific attitudes. How then does the researcher approach attitudes, and how does he measure them?

It is largely the task of the investigator to set up his own

¹Gordon Hattray Taylor, Are Workers Human? (Boston: The Riverside Press, 1952), pp. 102-105.

scale of measurement as well as a means of interpreting it. When this has been accomplished the next step becomes a stumbling block--What variables do attitudes influence? It is understood that the attitudes possessed by a worker will influence his behavior, but what behavior is influenced and why? These questions have promoted the field of human relations into a prominent position for investigation.

Since Elton Mayo's classic studies, human relations have abounded as a legitimate field of research and have, to a great extent, remolded modern management into a more humanized form. It is the purpose of this thesis to explore some of the human facets involved and make their relationships clear. The prevalent relationships were as follows:

1. The relationship of management and worker
2. The relationship of the worker's attitudes to his work
3. The relationship between the worker's attitudes toward management and his friends and co-workers

This thesis has attempted to locate these relationships within primary data, exploring some of the roots of the above variables. The necessity of having an ideal schedule was paramount, and it was designed to make clear the relationships existent between worker and management, worker and friends, and worker and work.

General Purpose and Need of the Study

Further research is needed in the area of industrial sociology concerning the influence of attitudes of the blue collar worker toward management. It is quite possible that these same attitudes in many ways affect the number of friends the worker has in the work plant and the degree of integration into the work situation which he reaches. It is

believed that these friends which he finds desirable in the work setting will also be his desirable choice socially outside the plant if this is geographically possible.

What has been examined in this thesis might well fall under the heading of informal behavior systems. Robert Dubin defines such systems as those interpersonal relations of a voluntary nature, which are in addition to those required to get the job done. What people discuss in their informal relations is largely concerned with their personal experiences outside the work situation.²

Taking the informal behavior systems into account, it was believed that the investigator could gain clearer insight into the attitudes and attitude formation of the worker and could better understand his feelings toward management. Further knowledge as to the function and use of friends was then highlighted.

It was believed by the researcher that the friendships which arise among co-workers is the principal factor which makes their long hours worthwhile. It was further assumed that the worker who likes management or has a "positive" relationship with management will find his work more worthwhile and tend to be more productive, will make more friends, and will enjoy his job more. It is assumed that one of the prime objectives of the industrial sociologist is to discover better management-worker relationships, and it was with this objective in mind that the thesis was written. The specific hypotheses in this thesis have been the following:

1. To determine if the industrial worker is inclined to choose

²Robert Dubin, The World of Work, (Englewood Cliffs: Prentice-Hall, Inc., 1958), pp. 70, 71.

those with whom he works as desirable companions or friends outside the work setting if these relationships are positive.

2. To determine if the worker's degree of integration into the work situation is directly related to his attitude toward management.

3. To determine if nativity is a variable in group integration and participation among workers.

4. To determine the degree the worker's attitude toward management affects his work efficiency.

Basic Theories Behind the Study

The theories upon which this study is based fall into four categories: 1) attitudes, 2) theories relating to the group, 3) theories relating to the informal organization which exists, and 4) theories revolving around human relations. To fully understand the attitudes of the worker and how he functions, it is first necessary to look at some basic group dynamics and in so doing come to grips with human relations and the informal organization which this entails.

Theories Relating to Attitudes

Bossism is resented by the worker. He doesn't want a supervisor or a foreman standing over him with a figurative club telling him what to do. The worker believes he ought to be trusted to carry out the duties of his job without being constantly watched as he works. While recognizing the need for general supervision, the worker feels he is entitled to make his own decisions on the conduct of his job unless he is shown to be incompetent. The worker looks to the supervisor for guidance and for his job assignments, and for essential news that is concerned with the work as well as for aid on new problems.³

³William Seward, Teamwork in Industry, (New York: Funk and Wagnalls, 1949), p. 77.

William Seward feels the worker is a happier person in his job when he feels that management is genuinely interested in his activities whether it participates or is merely a spectator. It is clear that by stopping and asking an operator what he is doing or asking if he may watch, the management gives the worker recognition and shows him courtesy which is often desired. When this recognition and courtesy becomes an attitude or a state of mind, it is an integral part of the plant's atmosphere.⁴

In a study by Bales, Borgatta, and Hare the foreman was in a position to do much about the attitude of the worker. By simply treating his workers as human beings, complimenting them on a good work record, or any other outstanding work, he was able to build up the morale and spirit among his subordinates that was well-known because of the excellent attendance record which his men had. There was little tardiness, and they were considered within that plant as the hardest working employees with the company.⁵

Seward points out that management's attitudes must be of the type which promote good attitudes in return from the worker. Management is unable to really get in touch with the worker on an intimate basis unless its attitude toward the worker is founded on a genuine interest and concern for the worker as a person. If this is not the case then the worker is immediately suspicious of anything management has to say. In order to have any effect upon the worker, the management must be

⁴Ibid, p. 81.

⁵Hare, Borgatta, and Bales, Small Groups, Studies in Social Interaction, (New York: Alfred A. Knopf, 1955), p. 84.

accepted and obtain the proper attitude from the worker.⁶

When human problems and attitudes are taken into account by management, we can look to the time when all factors in industry and the American people can enjoy the greater rewards that come from teamwork in industry, a teamwork based on good human-relation practices that are characterized by goodwill, understanding, cooperation, and purpose.⁷

Seward takes the position that the worker who is hostile, suspicious of management's motives, and completely uninformed on matters that concern him in the company's operations will exhibit his resentment and frustrations, partially by the attitude that he will have nothing to do with management except that which is required by the rules. Management must strive to know the attitudes as well as the wants and aspirations the worker possesses. Until this has been accomplished there can be no effective relationship between management and the worker.⁸

Theories Relating to the Group

Riley and Cohn in a discussion of informal groups conceive the group as an element which controls the attitudes and actions of its several members by rather standard group norms. It entails a system of expectations and sanctions. Each member is expected to act in a certain way and adhere to certain values. Each member is also expected to abstain from acting in certain ways. All attitudes and actions are clearly defined in terms of conformity to or deviance from the aforementioned expectations. Those attitudes and actions which may be considered as

⁶William Seward, Teamwork in Industry, (New York: Funk and Wagnalls, 1949), p. 87.

⁷Ibid., p. 162.

⁸Ibid., pp. 117, 131.

conformity are positively rewarded or sanctioned, and those attitudes and actions which may be adjudged as deviant are punished, discouraged, or negatively sanctioned. Following the indoctrination into the group and after all group members have adopted the acceptable norms, the positive and negative sanctions continue to channel and direct the motivation of the group members. Within such groups there are certain control elements which direct the activities or behavior of the group. In an informal situation this may be done by one person, and in a formal structure, control may be carried out by norm enforcement roles such as those of a policeman.⁹

Of importance in this thesis is the team group in which the initiative is divided among the team members specifying the positions necessary and the people who should fill them. An example is the telephone truck crew that erects poles, wires, and makes repairs. Such a group is a team without whose organization the job could never be accomplished. There is often swapping of jobs at the option of the group members, and management offers little interference, only supplying necessary equipment, the number of men needed, and leaving the organization of the task strictly up to the team members and the way they operate in their own hands.¹⁰

Size of the group is considered a necessary element in the stability of the group, and throughout the literature the ideal size is thought to be from eight to twelve members because if they are larger,

⁹Matilda White Riley, and Richard Cohn, "Control Networks in Informal Groups," Matilda White Riley, Sociological Research A Case Approach, (New York: Harcourt, Brace & World, Inc., 1963), p. 684.

¹⁰Robert Dubin, The World of Work, (Englewood Cliffs: Prentice-Hall, Inc., 1958), p. 104.

they tend to split up into sub-groups. This fact suggests that a primary group can not long be retained if the group exceeds twelve in number. This is important in understanding the nature of informal groups.¹¹

The biggest step is to get management to recognize the invisible group structures and to realize that the new employee first joins the human group within the plant and then becomes a member of the factory incidentally. With this new membership becoming a reality, two distinct groups emerge--the bosses and the workers. The ideal plan is for the two groups to merge and become interrelated to form teams. Team spirit is necessary, and the fusion of the two groups promotes team spirit. Gordon Taylor makes it clear that with individuals behaving with and as a group, it is of utmost importance to understand how and why groups behave.¹²

Theories Relating to the Informal Organization

Certainly one of the most important elements in the study of industrial relations is the social climate within the work situation. This social climate is directly related to groups and to how they function. All management hierarchies have their own distinct social climates, usually of an informal nature. This climate is emotional and is often irrational, arising spontaneously from the sentiments, beliefs, and traditions of people who work. Informal organization such as this is evidenced in the teamwork of a group which promotes production, the

¹¹Gordon Rattray Taylor, Are Workers Human?, (Boston: Houghton Mifflin Co., 1952), pp. 107-108.

¹²Ibid., pp. 110, 111, 112, 113.

social situations which make people happy at work, and the spirit of cooperation which sees that work gets done when formal organization does not succeed. Pfiffner defines informal organization as those relations and interrelations of people in the hierarchy that grow out of the natural tendency to associate and behave after the pattern of small informal groups. The health of the informal organization has a very definite effect upon the objectives of management, and it is believed that some deviation from the formal structure or the formal organization is necessary to get the work accomplished if it is not so great as to prevent the promotion of efficiency. If morale is good, then it follows that there is good informal organization and often this takes the place of management when leadership is ineffective or poor.¹³

In some cases informal organization arises to fill a particular need of the employee. This is the case when social needs of the employees are not satisfied or when work does not become a full time attention getting project and is not satisfactory. When this does happen, then informal organization arises and supplements the deficiency with satisfaction gained from social activities not related to work. It often occurs to resist unfair management and its practices.

The status of a worker is important to him and to the way management feels about him, the way he is regarded by others, whether he is promoted or gets a raise adds up to make him highly productive or grossly inefficient.¹⁴

"If the worker likes his job and the place where he works, he is

¹³John M. Pfiffner, The Supervision of Personnel, (New York: Prentice-Hall, Inc., 1951), pp. 129-131.

¹⁴Ibid., p. 131.

very likely to tell his friends about it."¹⁵ An increase of interaction between workers is followed by greater and stronger sentiments and feelings closely akin to friendship. It is assumed that all groups are alike and possess universal characteristics, and simple friendship is not the complete answer. When people associate with one another for a length of time their behavior is adapted to one another and the friendliness which emerges may simply be the reflection of adjustments and, therefore, friendship is often independent of the worker's personality. Interaction and friendship exist only so long as the group and its informal organization maintain them. If this fails to happen, the informal organization quickly dissolves.¹⁶

Most workers want the satisfaction that comes from being accepted by the group and from being recognized by their companions as worthwhile friends and work associates. This gives them some tangible evidence of their social importance and a feeling of security which is gained when the individual is recognized as a member of the friendship group. A job must have social function, for without this, there is no significant meaning to the human being. The Western Electric studies have indicated that the collaboration among fellow employees is an integral part of the work climate and a matter of logic as well as sentiment. Employees must be regarded as social animals, and it is mandatory that management see the employee not as an isolate but as a related individual.¹⁷

¹⁵William Seward, Teamwork in Industry, (New York: Funk and Wagnalls, 1949), p. 97.

¹⁶George C. Homans, The Human Group, (New York: Harcourt, Brace and Company, 1950), pp. 113-115, 117.

¹⁷F. J. Roethlisberger, Management and Morale, (Cambridge: Harvard University Press, 1943), pp. 24-26.

Theories Revolving Around Human Relations

Those attitudes and relationships between management and the worker which are expressed are human relations. Perhaps more empirical data can be drawn from a close look at these applied feelings.

The Western Electric Study

At the Hathorne plant of Western Electric on the outskirts of Chicago, a group of girls assembling telephone relays were paid on a group piece-rate basis and were studied over a period of years. It was found that the most popular girl in the group was the person whose output was most average for the group as a whole. Those girls who were good friends had very similar output rates, and whatever the leader of the group tended to achieve the other workers followed her lead. Therefore, their output rates closely approximated each other. This was largely unconscious, but on occasion the girls would decide to work harder than usual to make better pay; for example, around Christmas time.¹⁸

In April, 1927, six experienced females from this group were chosen at random and were moved from the department where they usually worked to a special test room in the corner of a regular shop. They were advised that they were to be a test group, and they were cautioned to work at a comfortable rate and not to make a race out of the test. A device was provided to measure the amount of work productivity in a given length of time. Findings indicated that changes in sitting position influenced the output of an operator. There was a definite

¹⁸Gordon Rattray Taylor, Are Workers Human?, (Boston: Houghton Mifflin Co., 1952), p. 115.

relationship between the output and the state of home conditions and the social relations which existed there. The study lasted four years and during the period the rate of output increased from forty to sixty-two per cent. The increase was attributed to the following factors: 1) the nature of the small group; 2) the type of supervision; 3) the earnings; 4) the interest of the girls in the experiment; and 5) the attention given the girls in the experimental test room by the officials and investigators.¹⁹

The importance of the Hawthorne Experimental findings are that these investigations have demonstrated the direct and measurable relationship between the worker's sense of well-being, his morale on the job, and his will to produce and cooperate with his supervisors and fellow workers.

Management must put itself, imaginatively, in the worker's place. It must always consider him as a person. The worker's attitude toward his job is conditioned by the type of person he is and by the response he gets from his supervisors and his fellow workers.²⁰

Peter Drucker reports on a successful plant where management had done the overall engineering of the plant and had worked out the general layout of each operation, but had left the actual details to be worked out by each group of men among themselves and with their foreman. Each group worked at its own natural pace without any sense of pressure, and allocated the work in accordance with the skills and preferences of the

¹⁹Hare, Borgatta, and Bales, Small Groups, Studies in Social Interaction, (New York: Alfred A Knopf, 1955), pp. 45, 52-53.

²⁰William Seward, Teamwork in Industry, (New York: Funk and Wagnalls, 1949), pp. 76, 77.

particular individuals who composed it. The atmosphere was unhurried and output rates soared.²¹

Workers in only a few places will still tolerate having management make their decisions for them about their jobs. It is only when management takes the worker into its confidence, when management decides its job is to let the worker know what is happening, that a more loyal group of workers are developed. As a result the worker identifies himself with the company and gives his job more attention.²²

A guide to human relations has been suggested which must reflect an attitude, a state of mind, that begins with top management and reaches every employee. It should inspire the working team, that is, the management and the worker with a spirit of unity and an awareness of common objectives and a conviction that all have much to gain in a mutual enterprise.

In order to promote such unity, management should adopt certain principles in their human relations approach:

1. The plant must be up to date with proper working conditions and fair wages.
2. There should be equal opportunity for every worker.
3. Each worker should feel that if he is qualified, he is a good candidate for promotion.
4. All decisions by management should be understood by the worker before they become effective.

²¹Gordon Rattray Taylor, Are Workers Human?, (Boston: Houghton Mifflin Co., 1952, p. 144.

²²William Seward, Teamwork in Industry, (New York: Funk and Wagnalls, 1949), pp. 27, 39-40.

5. The worker must be kept informed.
6. Management and the worker should know each other on a social basis.
7. The worker must understand his entire job.
8. Workers must be treated as social beings.
9. The worker needs recognition as well as proper wages.
10. Managerial development must take place.²³

With these principles in mind, the function of management becomes that of maintaining the social system of the industrial plant in a state of equilibrium to the end that the purposes of the enterprise are realized. To achieve this objective there are two functions which should be adopted by management: 1) The function of securing the common economic purpose of the total enterprise; and 2) the function of maintaining the equilibrium of the social organization so that individuals through contributing their services to this common purpose might obtain a personal gratification that places them in a co-operative frame of mind. If this sense of co-operation is not realized, then management is unable to achieve an effective economic purpose. If the industry is to survive then these two functions must work. This is the problem of management.²⁴

These points illustrate the need for research in the field of human relations and make legitimate all endeavors of investigation in this direction. "For sociology, industry provides not only a fruitful field for studying organized behavior but, beyond that, a chance to see

²³Ibid., pp. 171, 172-176.

²⁴F. J. Roethlisberger, and William J. Dickson, Management and the Worker, (New York: John Wiley and Sons, Inc., 1964), p. 569.

principles tested through application."²⁵

²⁵John S. Ellsworth, Jr., Factory Folkways, (New Haven: Yale University Press, 1952), p. 1.

CHAPTER TWO

ORGANIZATION OF THE PROJECT

Description of the Questionnaire

With the conceptual model established and based on the theories given in chapter one, the investigator constructed the questionnaire. This instrument was designed to elicit four types of data: 1) The worker's definition of management, 2) information about management, 3) information about the worker's friends, and 4) case information about the worker. It was believed that to define empirically the worker's attitudes toward management, management should first be defined by the worker. The questions concerning management were primarily designed to indicate the attitudes, positive, negative, or indifferent, that the worker had toward management. The questions concerning friends attempted to indicate the number of friends the worker had within his work group and outside the work setting on a friendship basis. If there were any relationships between the worker's attitude toward management and the number of friends he had at the plant, the investigator felt this would be significant. Case information contained data relating to the worker's religion, his nativity, his outside activities, whether or not the spouse of the worker were employed also, and the number of children the worker had.

Throughout the questionnaire there were check questions, that is, questions which would serve to indicate the existence of any lack of consistency in the answers given by the worker. This procedure was designed to indicate clearly the possibility of prevarication by the

worker.²⁶

A pilot study was conducted using the questionnaire on ten women who were employed at a local plant to discover any flaws and ambiguities in the questionnaire. Utilizing the information obtained in this investigation the questionnaire was then reworded and revised.

The investigator planned first to use the questionnaire and its findings to define management. Upon the completion of the definition of management one of the experimental variables would have been eliminated since management could have many different meanings to the worker. Management as defined by the largest percentage of the sample would be accepted if the percentage were greater than fifty.

The attitudes the worker had toward management were three. The questionnaire gave the worker the choice of like, dislike, and indifferent. It was felt that the specific choice could be related to certain forms of behavior. Certain questions were placed in the questionnaire to indicate what forms were related. These questions were as follows: If you like management, do you tend to: (a) have more friends, (b) have the same number of friends? If you dislike management, do you tend to: (a) not work as hard for the company, (b) work the same? Another question attempted to indicate the incentive promoters the worker might have available to him. Would you work harder if you: (a) had more friends at the plant, (b) liked management better, (c) had lived here longer, (d) had better working conditions, and (e) another reason, if another reason then what? _____ . If this list were

²⁶ There were several types of questions used in the questionnaire since different types of information were desired. The majority of the questions were multiple choice, positive or negative type questions, and a combination of multiple choice and open ended type questions.

not complete, other reasons could be listed in the open ended portion of the question to enumerate any omission.

One question attempted to define what the worker considered an improvement in working conditions: Which of the following do you think management needs to do most: (a) give workers better hours, (b) give workers better pay, (c) get to know workers better, and (d) get to know the work problems of workers better? Working conditions may not be considered a significant factor alone but when coupled with attitudes, they may be an entirely different factor. William Foote Whyte defends working conditions in the following way:

Research in recent years indicates that working conditions in themselves may not be an important influence on the satisfaction of the worker with his job or with management, but this finding may be due to the general high level that working conditions have reached in the United States in recent years. We may assume that, within a given range of possibilities, working conditions will simply be accepted by workers without having a noticeable effect upon their job satisfaction. We should assume, however, that exceedingly poor working conditions would lead to negative sentiments both toward the job and toward the management.²⁷

It is for this reason that the question of working conditions is a mandatory point of inquiry. The fact that poor working conditions may exist, and that they can influence attitudes toward management and the job makes them a necessary point for investigation.

To make sure all members of the sample were of similar or same nativity a question regarding same was included. If there were workers of dissimilar nativity this might well influence information relative to different attitudes.

²⁷William Foote Whyte, Men at Work, (Homewood: Richard D. Irwin, Inc., 1961), p. 34.

The Exploratory Variables

Since the researcher's main analytical objective was to test several hypotheses based on theories relating to relationships between variables, it was necessary to place emphasis only on a limited group of exploratory variables.²⁸ The exploratory variables in this study were the following: 1) the worker's definition of management, 2) why the worker considered management to be management, 3) the worker's feelings toward management, 4) the working conditions the worker felt management could improve upon, 5) the reasons the worker gave for not liking management, 6) whether or not the worker knew anyone in management personally, 7) whether or not management was friendly to the worker, 8) whether or not the worker's feelings toward management influenced the way he worked, 9) whether or not the worker liked the persons with whom he worked, 10) the number of people with whom the worker worked, 11) the number of times the worker sees his fellow workers outside the plant, 12) whether or not the worker knew his co-workers before he began working at the plant, 13) the number of people or friends the worker has outside his work group, 14) whether or not the worker worked harder because of friends in his work group, 15) the incentives which would make the worker work harder, 16) whether the worker were male or female, 17) the nativity of the worker, 18) the length of time the worker had worked at the plant, 19) whether or not the worker liked the work he did, 20) whether or not the spouse of the worker worked, 21) the religious faith of the worker, 22) the number of children the worker had, and

²⁸Matilda White Riley, Sociological Research A Case Approach, (New York: Harcourt, Brace & World, Inc., 1963), p. 403.

23) whether or not the worker's best friend worked at the plant with him.

Specific questions were included to determine if there had been any recent changes in management or in attitudes. The questionnaire attempted to locate some of the causes for negative attitudes and some of the improvements the worker thought the management could make. One of the questions asked the worker related to what changes would give him incentive to work harder. The incentive promoters listed in the questionnaire from which the worker could choose were as follows: the number of friends the worker had, how well the worker liked management, the working conditions, and the length of time the worker had lived in the community. If the worker felt something else would make him work harder he could list it in the open ended blank provided.

Definition of the Terms Used

By the very nature of the questionnaire it was deemed necessary to keep it as simple as possible. The investigator felt that complex terminology would only cause confusion; however, some complex terms were inevitable and for this reason need defining by the investigator.

Management.--This term is open ended, was defined by the worker, and is given in the findings. The technical definition used in the conceptual model is as follows: The organization relative to a structural setup of relationships among a number of persons oriented to a set of common goals and objectives. This organization is composed of three levels: upper management, middle management, and the supervisory level or the foreman.²⁹

²⁹John B. Knox, The Sociology of Industrial Relations, (New York: Random House, Inc., 1955), pp. 294-299.

Work Situation.--The environment in which the worker works and functions including all variables.

The Worker.--The human organism functioning outside the hierarchies of management making up the labor force at any particular time.

Informal Organization.--The behavior systems that cover the area of direct interpersonal relations of a voluntary nature. Those relationships that are formed in addition to those required to accomplish the job, and those relationships occurring in interaction when workers have some freedom beyond the requirements of their assignments are termed informal organization.

Human Relations.--The attitudes governing the reciprocal interaction of an individual and those who are functionally related to the success or failure of his ventures. Human relations may be defined as the social processes, social structure, and social change which takes place between management and worker in attaining the goal of a finished job.

Attitude.--The manner, action, or feelings of an individual or group indicating the opinion or disposition held by that individual or group. In the questionnaire the term feeling is used synonymously with attitude.

Hierarchy.--The power structure as set forth by an industry and its chain of command.

Methodology

The investigator felt that the worker would be more prone to answer questions truthfully if other people with whom he worked were not around when he answered the questions. It was for this reason that the

investigator went to the homes of the worker and used the schedule³⁰ there.

The Sample

The sample³¹ was composed primarily of women taken from a plant composed of 200 workers. The plant chosen was an industry in North Mississippi, where the workers were easily located. The plant has been in operation for four years, and most of the female workers are employed in sewing machine lines. Their immediate superiors were women supervisors or referred to by the workers as "floor ladies." Only the workers connected in some direct way with the sewing machine lines were interviewed in hopes of keeping the sample more homogeneous and reducing some of the variables. Many of the workers lived within a thirty mile radius of the plant, therefore the investigator limited the sample to thirty workers that lived within the city of Oxford.

The sample used was a self-selected, accidental sample since the workers represented only one particular plant, one or two types of jobs, and mainly one sex. The sample was also accidental because the first thirty workers that could be contacted were interviewed, and no attempt was made to randomize those interviewed. There were no list or files available of all the workers in the plant, and the investigator had to rely on the workers to supply names of other workers who could be reached and interviewed. The interviewees were located in all parts of Oxford and from this standpoint may have been representative; however, only one

³⁰The questionnaire was used as a schedule by the interviewer in order to assure more uniform and complete answers.

³¹See Appendix.

worker lived outside the city. From each person interviewed the investigator obtained other names of employees who worked at the plant in a similar capacity. Those persons who could be located and who were at home were interviewed and became members of the sample.

Upon arrival the interviewer would tell the worker what he was doing and that he was a student at the university. The worker was then given a copy of the schedule, the interviewer would read through it once with him, and then the interviewer would begin the questioning. The worker answered all questions verbally, and the interviewer filled in the schedule for him. This procedure eliminated the possibility of any questions being omitted.

Sampling Errors

By being self-selected the sample had many chance errors. The workers gave names of workers they knew in the plant. The probability of obtaining only a subgroup of the plant's sewing machinists was increased because of self-selection. Other errors due to chance may have been the few types of jobs investigated, the fact that all interviewees were Baptist, except a few, and only the workers who were at home and whose homes were easily located were interviewed.

Various systematic errors were present in the questionnaire and became obvious after many workers had been interviewed. The main systematic error that occurred took place in the schedule after the worker began talking about the way he felt concerning management. After the worker had defined management as the head or assistant head of the plant, he would speak of management as though it were his immediate superior. Many of the workers said they knew management personally, but when asked

if they ever saw management outside the plant, the worker would say no. The investigator felt the worker really meant to say he was only acquainted with management, and there seemed to be some ambiguity in what "to know personally" really meant to the worker.

Some workers felt that nothing could make them work harder, but there was no adequate place provided in the schedule for such an answer. This led many workers to say something they normally would not have said in answer to such a question. Many other systematic errors were eliminated by asking the worker to respond verbally, but one unsystematic error occurred because of this. In many cases the worker would not decide on a definite answer until the investigator had encouraged him to make some decision, and it is believed that such encouragement might have caused the worker to say what he thought the investigator wanted him to say.

The schedule was believed to be reliable since it measured consistently the four hypotheses set forth. By its design the schedule attempted to discern specific attitudes, locate the friendships, pinpoint the incentive promoters, and indicate their relationships. It was unreliable in one instance when the worker defined management as one thing and answered some questions accordingly. Then the worker referred to management as another element in response to other questions. The check questions were useful in this event indicating the unreliable answers when they occurred. In all other cases the schedule was valid describing what it was supposed to describe.³²

³²In certain parts of the questionnaire there existed specific questions which were useless in contributing to further information about the hypotheses. These questions were not detected until after the sample had been taken.

Expected Results

If the workers were unbiased in their answers concerning their work, their attitudes, their co-workers, and management, certain predictions could be made in conjunction with the hypotheses. The questionnaire should have coincided enough with the said hypotheses to indicate clearly any relationships which were existent among the several variables.

The investigator had certain ideas within his conceptual model which influenced him in expecting certain findings. It was his idea that the worker would not know management personally if the worker defined management as head of the plant (see Table IV, page 32). If the worker did know management as head of the plant, then it was felt this was significant and worth noting (see Table I, page 31). The investigator felt that a majority of the workers would define management as the head of the plant, and if the company regarded management as two or more persons the worker would define it the same way (see Table III, page 32). If many of the workers were discontented with management they would have reasons, many of which would be the same (see Table IX, page 35). If the worker liked management, he would feel that management was fair to workers, be willing to take the same job if it were offered to him again on the same basis, prefer this company to another one, feel that management was trying to make his job better, like his immediate superiors, believe that management was friendly toward him, work harder for the company, have more friends at the work plant, and find fewer flaws in the company (see Table XLVII, page 57).

If the worker disliked management, he would feel that management was unfair to employees, that management should give the worker better hours, give the worker better pay, get to know the worker better, or

get to know the work problems of the worker better, that given the opportunity to work for another company at the same job the worker would take it, would feel that management was not trying to make the worker's job better, not work as hard for the company, have fewer friends, feel that management was unfriendly toward him, and find one of the following items true of management: Management is too strict, management lacks understanding, management thinks that it knows all there is to know, or management is too lenient (see Table XVIII, page 58).

If the worker liked the people with whom he worked, he would see them often outside the plant, take his work break with those in his group of his own choosing, work harder because of friends in his work group, and work harder if he had more friends at the plant. It was expected that the worker would work with four or five people (see Table XLVI, page 56). If he were a native of the area he would have known some of his co-workers before starting to work at the plant. It was felt the worker would have five or more friends or no friends outside his work group depending on his nativity within or without the local area respectively (see Table XLIX, page 60). The investigator believed the greatest percent of the sample would be married with employed spouses, Baptist, and female with two or more children (see Tables XXXIV, XL, and XLIII, pages 47, 50, and 51). A final point of the conceptual model was that the worker's best friend would work at the plant if the worker were not a native of the area. If the worker had any outside activities, the investigator felt that the worker's best friend would participate also (see Table XLI, page 50).

Plans for Evaluation

Since the data collected was nonparametric, the investigator plan-

ned to present all data in percentages and program it using the computer. All answers which were multiple choice on the schedule were to be placed on IBM cards and computed. The answers listed in the open ended portion of the questions were to be scaled and presented in the findings.

The largest percent selected as the worker's definition of management would be held constant, and a comparison would be made between it and the attitudes toward friends and the job.

The investigator believed that by taking the questions in the second section of the schedule, the findings would indicate overall the attitudes of the workers toward management. These findings were to be compared with the findings relating to friends and a correlation computed if possible. It was also desired to make a comparison between the positive and negative attitudes prevailing among workers and the differences in nativity and sex. Another point of comparison was the relationship between the length of time worked at the plant and the attitudes toward management and friends. Once the percentages were obtained, it was planned to set them up in tabular form and work out correlations wherever possible.

CHAPTER THREE

THE DATA

The IBM cards containing the answers for each questionnaire were processed, and frequency distributions were set up indicating the number of times a particular answer was selected. Then from these frequencies the percentage for each answer was obtained.

For simplification and in order to facilitate easy comprehension, the frequencies and percentages have been presented in table form. Each table is composed of a question from the questionnaire and its frequency and percentage per answer.

Some of the data gathered cannot be placed in tables. Most of the answers in the open ended questions are given in the following paragraphs.

The Data on Open Ended Questions

In defining management the workers were asked if they thought management had become worse during the last couple of months, and if they answered yes, they were asked to explain in what manner or way. The reasons given for conditions being worse were as follows: Management can't make up its mind about the worker and job policy; the management thinks the worker should work for nothing; and management argues with workers too often.

The workers felt management was fair to them for the following reasons: The workers have high production rates³³ and good pay; they

³³Production rates are higher wage rates paid to the worker on a time-work output basis.

are given overtime and vacation pay; and the workers have equal opportunities. In addition, the management is fair in every way, treats all workers as equals, gives workers a chance to make production, tries to keep the worker in work to prevent layoffs,³⁴ helps the worker with problems, gives "time off" if an emergency arises, and doesn't show partiality to anyone.

The workers who said they would take the same job with the same company if it were offered to them again cited the following reasons: They liked working for the company, liked the management, felt the managers did their jobs well, felt all workers were given an equal chance to make more money, production was high, knew the people with whom they worked, and were their own bosses. They thought the company was good to work for, each one knew his own job, and the jobs paid well.

The workers liked their immediate superiors³⁵ for the following qualities: The "floor lady" was a nice person, was nice to work for, and tried to help the workers. The supervisors get along well with others, are considerate, try to help the worker work more efficiently, are friendly, treat everyone the same, are easy to talk to, are understanding, and they have known the workers a long time.

The final open ended question sought to discover what would make the worker work harder if not a better management, longer residence, more friends, or better working conditions. For those who gave another reason for working harder, their choice was in all cases more pay.

³⁴Layoffs: often work orders are low and production is down. When this happens management usually reduces its labor force temporarily.

³⁵Immediate Superiors is synonymous with supervisor or "floor lady".

The Data Defining Management

Table I

Whom do you consider as management in the plant?

Answers	Frequency Distribution	Percent
Your immediate superior*	1	3.33
The head of the plant	24	80.00
The assistant head of the plant	5	16.66
Someone else	0	0.00
	<hr style="width: 50%; margin: 0 auto;"/>	<hr style="width: 50%; margin: 0 auto;"/>
Total	30	99.99

*The immediate superiors were the "floor ladies" who were in charge of the sewing machine lines.

Table II

In your opinion, has management become better or worse during the last couple of months?

Answers	Frequency Distribution	Percent
Better	11	36.66
Worse	4	13.33
Remained the same	15	50.00
	<hr style="width: 50%; margin: 0 auto;"/>	<hr style="width: 50%; margin: 0 auto;"/>
Total	30	99.99

Table III

Do you consider management to be one or more people?

Answers	Frequency Distribution	Percent
One person	1	3.33
Two or more persons	29	96.66
	<hr/>	<hr/>
Total	30	99.99

Table IV

Do you feel you know very well the persons you consider management?

Answers	Frequency Distribution	Percent
Don't know them	1	3.33
Am acquainted with them	13	43.33
Know them very well--personally	16	53.33
	<hr/>	<hr/>
Total	30	99.99

Table V

Why do you consider these persons or this person management?

Answers	Frequency Distribution	Percent
They are considered this by the company	20	66.66
They are in a position of high authority	8	26.66
They have been here longer than you	2	6.66
	<hr/>	<hr/>
Total	30	99.98

The Data on Attitudes Toward Management

Table VI

What are your feelings toward management?

Answers	Frequency Distribution	Percent
Like	24	80.00
Dislike	3	10.00
Don't care*	3	10.00
	<hr/>	<hr/>
Total	30	100.00

*Don't care is synonymous with indifferent.

Table VII

What were your feelings toward management two months ago?

Answers	Frequency Distribution	Percent
Liked	24	80.00
Disliked	2	6.66
Didn't care	4	13.33
	<hr/>	<hr/>
Total	30	99.99

Table VIII

Do you feel that the present management is fair to workers?

Answers	Frequency Distribution	Percent
Yes	24	86.66
No	4	13.33
	<hr/>	<hr/>
Total	28	99.99

Table IX

Which of the following do you think that management needs to do most?

Answers	Frequency Distribution	Percent
Give workers better hours	0	0.00
Give workers better pay	5	16.66
Get to know workers better	2	6.66
Get to know the work problems of workers better	23	76.66
	<hr/>	<hr/>
Total	30	99.98

Table X

Having the knowledge you do of management now, would you still take this same job with the plant were it offered to you again today if you were going to work for them for the first time?

Answers	Frequency Distribution	Percent
Yes	28	93.33
No	2	6.66
	<hr/>	<hr/>
Total	30	99.99

Table XI

Would you rather take a job with another company rather than this company at the same type of job?

Answers	Frequency Distribution	Percent
Yes	10	33.33
No	20	66.66
	<hr/>	<hr/>
Total	30	99.99

Table XII

Do you feel that management is trying to make your job better?

Answers	Frequency Distribution	Percent
Yes	26	86.66
No	4	13.33
	<hr/>	<hr/>
Total	30	99.99

Table XIII

Do you like your immediate superior(s)?

Answers	Frequency Distribution	Percent
Yes	28	93.33
No	2	6.66
	<hr/>	<hr/>
Total	30	99.99

Table XIV

What don't you like about management?

Answers	Frequency Distribution	Percent
They are unfair to workers	1	3.33
Their lack of understanding	7	23.33
They are too strict	0	0.00
They are too lenient	0	0.00
They think they know it all	4	13.33
I like the management*	18	60.00
	<hr/>	<hr/>
Total	30	99.99

*This choice was added in the event the worker had no grievance.

Table XV

Do you know anyone in management at the plant personally?

Answers	Frequency Distribution	Percent
Yes	20	66.66
No	10	33.33
	<hr/>	<hr/>
Total	30	99.99

Table XVI

Do you ever see members of management outside of the plant on a social basis such as going to the same church with them or doing things with them?

Answers	Frequency Distribution	Percent
Yes	14	46.66
No	16	53.33
	<hr/>	<hr/>
Total	30	99.99

Table XVII

Would you say management is friendly toward you?

Answers	Frequency Distribution	Percent
Yes	26	86.66
No	4	13.33
	<hr/>	<hr/>
Total	30	99.99

Table XVIII

Do your feelings toward management affect your work?

Answers	Frequency Distribution	Percent
Yes	8	26.66
No	22	73.33
Total	30	99.99

Table XIX

If you like management do you tend to:

Answers	Frequency Distribution	Percent
Work harder for the company?	17	56.66
Work the same?	13	43.33
Total	30	99.99

Table XX

If you like management do you tend to:

Answers	Frequency Distribution	Percent
Have more friends?	12	40.00
Have the same number of friends?	18	60.00
Total	30	100.00

Table XXI

If you dislike management do you tend to:

Answers	Frequency Distribution	Percent
Not work as hard for the company?	5	16.66
Work the same?	25	83.33
	<hr/>	<hr/>
Total	30	99.99

Table XXII

If you dislike management do you tend to:

Answers	Frequency Distribution	Percent
Have fewer friends?	2	6.66
Have more friends?	7	23.33
Have the same number of friends?	21	70.00
	<hr/>	<hr/>
Total	30	99.99

The Data Relating to Friends

Table XXIII

Do you like the persons with whom you work?

Answers	Frequency Distribution	Percent
Yes	29	96.66
No	1	3.33
	<hr/>	<hr/>
Total	30	99.99

Table XXIV

How many persons do you work with in your group?*

Answers	Frequency Distribution	Percent
One	0	0.00
Two	0	0.00
Three	3	10.00
Four or more	27	90.00
	<hr/>	<hr/>
Total	30	100.00

*The group referred to in this question were the worker's co-workers.

Table XXV

Do you see them often outside the plant on a friendship basis like going out to eat with them, or going to a ball game with them?

Answers	Frequency Distribution	Percent
Yes	20	66.66
No	10	33.33
	<hr/>	<hr/>
Total	30	99.99

Table XXVI

How often do you see them outside the plant?

Answers	Frequency Distribution	Percent
Hardly ever	5	16.66
Occasionally	13	43.33
Frequently	9	30.00
Once a week or more often	3	10.00
	<hr/>	<hr/>
Total	30	99.99

Table XXVII

Did you know your co-workers before you began working here?

Answers	Frequency Distribution	Percent
Yes	17	56.66
No	13	43.33
	<hr/>	<hr/>
Total	30	99.99

Table XXVIII

How many friends do you have within the plant that are not in your particular work group?

Answers	Frequency Distribution	Percent
One or two	0	0.00
Three or four	0	0.00
Five or more	29	96.66
None	1	3.33
	<hr/>	<hr/>
Total	30	99.99

Table XXIX

Is your best friend at the plant within your work group?

Answers	Frequency Distribution	Percent
Yes	13	43.33
No	17	56.66
	<hr/>	<hr/>
Total	30	99.99

Table XXX

Do you take your work break with friends in your work group?

Answers	Frequency Distribution	Percent
Yes	23	76.66
No	7	23.33
	<hr/>	<hr/>
Total	30	99.99

Table XXXI

Do you take your break like this of your own choosing or because you are required to do so by the company?

Answers	Frequency Distribution	Percent
Because I chose to	25	83.33
Because I am required to	5	16.66
	<hr/>	<hr/>
Total	30	99.99

Table XXXII

Do you feel you work harder because of friends in your work group?

Answers	Frequency Distribution	Percent
Yes	10	33.33
No	20	66.66
	<hr/>	<hr/>
Total	30	99.99

Table XXXIII

Would you work harder if you:

Answers	Frequency Distribution	Percent
Had more friends at the plant?	1	3.33
Liked management better?	1	3.33
Had lived here longer?	0	0.00
Had better working conditions?	20	66.66
Another reason *	8	26.66
	<hr/>	<hr/>
Total	30	99.98

*See open ended questions.

The Data on Case Backgrounds

Table XXXIV

What was the sex of the worker?

Answers	Frequency Distribution	Percent
Male	6	20.00
Female	24	80.00
	<hr/>	<hr/>
Total	30	100.00

Table XXXV

Are you a native of Oxford or Lafayette County?

Answers	Frequency Distribution	Percent
Yes	25	83.33
No	5	16.66
	<hr/>	<hr/>
Total	30	99.99

Table XXXVI

How long have you worked at this plant?

Answers	Frequency Distribution	Percent
Less than a year	0	0.00
One year	6	20.00
Two years	9	30.00
Three years	7	23.33
Four years	7	23.33
Five years*	1	3.33
	<hr/>	<hr/>
Total	30	99.99

*This worker had been employed by the same company in another area.

Table XXXVII

Do you like the work you do?

Answers	Frequency Distribution	Percent
Yes	28	93.33
No	2	6.66
	<hr/>	<hr/>
Total	30	99.99

Table XXXVIII

Does your wife (husband) work also?

Answers	Frequency Distribution	Percent
Yes	21	70.00
No	9	30.00
	<hr/>	<hr/>
Total	30	100.00

Table XXXIX

Do you like Oxford as a place to live?

Answers	Frequency Distribution	Percent
Yes	25	83.33
No	5	16.66
	<hr/>	<hr/>
Total	30	99.99

Table XL

What church do you attend?

Answers	Frequency Distribution	Percent
Baptist	28	93.33
Methodist	1	3.33
Presbyterian	1	3.33
Church of Christ	0	0.00
Catholic	0	0.00
Episcopal	0	0.00
Pentecostal Holiness	0	0.00
Assembly of God	0	0.00
Not a member	0	0.00
	<hr/>	<hr/>
Total	30	99.99

Table XLI

Do you participate in any outside activities such as the Masons, Jaycees or other?

Answers	Frequency Distribution	Percent
Yes	3	10.00
No	27	90.00
	<hr/>	<hr/>
Total	30	100.00

Table XLII

Do any of your co-workers participate in these same activities with you?

Answers	Frequency Distribution	Percent
Yes	7	23.33
No	23	76.66
	<hr/>	<hr/>
Total	30	99.99

Table XLIII

How many children do you have?

Answers	Frequency Distribution	Percent
One	3	10.00
Two	3	10.00
Three	3	10.00
Four	4	13.33
Five or more	2	6.66
None	15	50.00
	<hr/>	<hr/>
Total	30	99.99

Table XLIV

Do your best friends work at this plant?

Answers	Frequency Distribution	Percent
Yes	23	76.66
No	7	23.33
Total	<hr/> 30	<hr/> 99.99

CHAPTER FOUR

THE FINDINGS

Hypothesis One.--The industrial worker is inclined to choose those with whom he works as desirable companions or friends outside the work setting if these relationships are positive.

Of the workers interviewed 96 percent liked the persons with whom they worked, and 66 percent of the sample said they saw their co-workers outside the plant on a social basis. Seventy-six percent of the sample felt their best friends worked at the plant, 43 percent saw their co-workers occasionally outside the plant, and 30 percent saw their friends frequently (see Table XLV, page 54).

In answer to the question--Is your best friend at the plant within your work group?--Forty-three percent answered yes, and 56 percent answered no. It is interesting to note 96 percent of the sample had five or more friends outside their work group but in other parts of the plant. Seventy-six percent of the sample stated they took their work break with friends in their respective work groups, and 83 percent chose to do this rather than being required to do so by the company (see page 56).

Of the 43 percent³⁶ who said their best friend was in their work group, the following mutual feelings were indicated: 61 percent had

³⁶In examining the frequency distributions and percents of all answers chosen by the sample several popular answers stand out and seem to indicate a number of sub-groups present within the sample. For this reason certain answers were selected by the investigator and held constant. A percentage and frequency distribution were computed for that portion of the sample which selected this particular answer. The purpose of computing the resulting frequencies and percentages was to make obvious any trends or relationships which may have existed between answers in the schedule.

Table XLV

Computed Percentages for the Entire Sample

	Percent
Workers liking the persons with whom they worked	96
Workers who saw their co-workers outside the plant on a friendship basis	66
Workers stating their best friends worked at the plant	76
Workers who saw their co-workers occasionally outside the plant	43
Workers who saw their co-workers frequently outside the plant	30

favorable feelings toward management; 84 percent felt management was fair to workers; 93 percent liked the persons with whom they worked; 53 percent saw their co-workers outside the plant on a friendship basis, and 46 percent did not; 53 percent had known their co-workers before coming to work at the plant, and 46 percent had not; and of the members of this group 61 percent said they would work harder if they had better working conditions (see Table XLVI, page 56).

Hypothesis Two.--The worker's degree of integration into the work situation is directly related to his attitude toward management.

Eighty percent of the sample stated that they liked management, and 86 percent felt management was fair to workers. For the eighty percent liking management the following findings were evident: 54 percent said they tended to work harder for the company because they liked management; 45 percent stated they worked the same regardless of their feelings toward management. Forty-one percent felt they had more friends due to their feelings toward management; 58 percent stated they would have the same number of friends regardless of their feelings; 100 percent of those liking management liked their co-workers. For those seeing their friends outside the plant, 79 percent was the total, and 37 percent saw them frequently. The group of workers having five or more friends outside their work group and in the plant was 95 percent; 91 percent liked the work they were doing; and for the group liking management 75 percent felt their best friends worked at the plant (see page 57).

For that ten percent of the sample which disliked management the following indicated attitudes: All felt management should get to know the work problems of workers better. Thirty-three percent said their feelings toward management affected their work, and 66 percent stated

Table XLVI

Computed Percentages for the Forty-three Percent of
the Sample Who Felt Their Best Friend
Was in Their Work Group

	Percent
Workers liking management	61
Workers stating management was fair to employees	84
Workers liking the persons with whom they worked	93
Workers who saw their co-workers outside the plant on a friendship basis	53
Workers who did not see their co-workers	46
Workers who had known their co-workers before going to work at the plant	53
Workers who felt they would work harder if they had better working conditions	61

Table XLVII

For the Eighty Percent Liking Management The
Following Findings were Computed

	Percent
Workers who stated they worked harder for the company because they liked management	54
Workers who stated they worked the same	45
Workers who felt they had more friends because they liked management	41
Workers who felt they had the same number of friends regardless of their feelings toward management	58
Workers who liked their co-workers	100
Workers who saw their friends outside the plant	79
Workers who saw their friends outside the plant frequently	37
Workers having five or more friends outside their work group	95
Workers who liked the work they were doing	91
Workers who stated their best friend worked at the plant	75
Workers who felt management should get to know the work problems of workers better	75
Workers who felt their feelings toward management affected their work	20
Workers who felt their work was unaffected by their feelings toward management	79
Workers who felt they would work harder only if they had better working conditions	52

Table XLVIII

For the Ten Percent of the Sample Disliking Management
the Following Findings Were Computed

	Percent
Workers who felt management should get to know the work problems of workers better	100
Workers who felt their feelings toward management affected their work	33
Workers who felt they would not work so hard for the company if they disliked management	33
Workers who felt they would work the same regardless of their feelings toward management	66
Workers who stated they had more friends since they disliked management	66
Workers who saw their co-workers outside the plant on a friendship basis	00
Workers who felt their best friend was in their work group	100
Workers who took their work break with members of their own group	66
Workers who felt they did not work harder because of friends in their work group	66
Workers who stated they would work harder only if they had better working conditions	66
Workers who liked the work they did	100
Workers who stated their best friends worked at the plant	66
Workers who stated they would have more incentive to work if they liked management better	33

they would work the same regardless; 33 percent felt they would not work so hard for the company if they disliked management, and 66 percent said they would work the same; 66 percent said they tended to have more friends since they disliked management, and 33 percent responded that they would have the same number of friends. It is significant to note that no one in this group saw their co-workers outside the plant on a friendship basis; all of the members of this group considered their best friend to be a member of their work group; only 66 percent took their work break with members of their own group. However, 66 percent felt they did not work harder because of friends in their work group; 66 percent felt they would work harder only if they had better working conditions; all of the workers liked the work they did; and only 66 percent stated that their best friends worked at the plant (see page 58).

Hypothesis Three.--Nativity is a variable in group integration and participation among workers. If a worker is a native of the area he will have more friends, like management, and work harder as a member of his work group.

Of the sample 83 percent were natives of Oxford or Lafayette county. The following attitudes were characteristic of the expressions of that group: 96 percent liked the persons with whom they worked; 68 percent saw their co-workers outside the plant on a friendship basis; 48 percent saw their co-workers outside the plant occasionally, and 28 percent said they saw their co-workers frequently. For this group 64 percent knew their co-workers before working at the plant; 96 percent had friends in the plant not in their particular work group; 44 percent stated their best friend was in their work group and 54 percent said their best friend was not; 76 percent took their work break with friends

Table XLIX

Computed Findings for the Eighty-three Percent of the
Sample Who Were Natives of the Area*

	Percent
Workers liking the persons with whom they worked	96
Workers who saw their co-workers outside the plant on a friendship basis	68
Workers who knew their co-workers before working at the plant	64
Workers having friends at the plant not in their work group	96
Workers stating their best friend was in their work group	44
Workers who took their work break with friends in their work group	76
Workers who said they did not work harder because of friends in their work group	72
Workers who said they would work harder if they had better working conditions	72
Workers who liked the work they were doing	92
Workers who felt their best friend was in their work group	84

*Area in this study includes Oxford and Lafayette county.

in their work group of their own choosing. Seventy-two percent said they did not work harder because of friends in their work group. Seventy-two percent felt they would work harder if they had better working conditions, and in this group 92 percent liked the work they were doing. Eighty-four percent said their best friends worked at this plant.

In the entire sample only 16 percent were not natives of Oxford or Lafayette county. The following were their responses as a group: All of these workers liked the persons with whom they worked; 60 percent saw their co-workers on the outside of the plant on a friendship basis, 80 percent did not know their co-workers before they began working here; 100 percent had five or more friends in the plant outside their work group; 60 percent did not consider their best friend at the plant within their work group. For those in this group 60 percent felt they worked harder because of friends in their work group; 60 percent of the workers had worked in this plant two years, and 40 percent had worked there longer; all of the workers liked the work they were doing and only 40 percent stated their best friends worked at this plant (see page 62).

Hypothesis Four.--The worker's attitude toward management affects his work efficiency (how hard he works).

Of the 80 percent liking management (for clarification see Table XLVII) the following percentages were computed: 75 percent of the workers felt that management needed to get to know the work problems of workers better; 20 percent felt that their feelings toward management affected their work, and 79 percent felt that their work was unaffected regardless of their feelings toward management. Fifty-two percent of the workers who disliked management stated they would work harder only if they had better working conditions.

Table L

**Computed Findings for the Sixteen Percent Who
Were Not Natives of the Area**

	Percent
Workers who liked the persons with whom they worked	100
Workers who saw their co-workers outside the plant on a friendship basis	60
Workers who did not know their co-workers before going to work at the plant	80
Workers having five or more friends outside their work group	100
Workers who did not consider their best friend at the plant within their work group	60
Workers who felt they worked harder because of friends in their work group	60
Workers having worked in the plant two years	60
Workers having worked longer	40
Workers who stated their best friends worked at the plant	40

For the ten percent that disliked management (for clarification see Table 48) the following were true: 33 percent said their feelings toward management affected their work, and 66 percent said their work was unaffected regardless; 33 percent believed they did not work as hard as a result of disliking management, and 66 percent worked the same whether they liked management or not; 33 percent said they would have more incentive to work harder if they liked management better, and 66 percent gave better working conditions as the only incentive promoter; all workers in this group liked the work they were doing.

Conclusions

Since eighty percent of the sample defined management as the head of the plant this definition has been used in this study. In all discussion of management the head of the plant has been the definition since 93 percent of the interviewees stated they liked their immediate superiors and 20 percent of the sample listed their feelings toward management as other than positive.

Trends in the Study

From the data given in the preceding chapter a number of trends become evident. The workers said they liked the persons with whom they worked in most cases, and over half of this group saw their co-workers outside the plant on a social and friendship basis. Three-fourths of the sample felt their best friends worked at the plant, and almost one-half of the sample listed their best friends as being members of their work groups. Three-fourths of the group interviewed took their work break with friends in their work group and of their own choosing.

The above findings suggest that the worker is inclined to choose those with whom he works as desirable friends outside the plant if their relationships are positive. For those workers who believed their best friend was in their work group the majority had positive feelings toward management, and felt management was fair to workers.

The workers liking management said they worked harder for the company because of these feelings in over 50 percent of the cases, but almost the same number stated they would work the same regardless. Some of the workers said they would work hard under any circumstances for economic reasons. The sample was closely divided on the number of friends they had as a result of their feelings toward management. The interviewees answered favorably in all other cases indicating a positive relationship with their co-workers in addition to a positive relationship toward management. The findings suggest a relationship between positive attitudes toward management and positive attitudes and actions in work, but there is evidence of other variables being present in addition to those recognized here.

In comparison to the above mentioned attitudes the negative attitudes present indicated different feelings. Only one-third of the group having negative attitudes toward management believed their feelings affected their work. All workers disliking management felt management should get to know the work problems of workers better, and only one-third of the group felt they worked less because they disliked management. The others of the group were indifferent in their attitudes toward work. Some workers claimed to have more friends because of their negative attitudes, but no one who stated this fact saw their co-workers outside the plant. Of these same workers all felt their best friend was in their

work group.

In conclusion, the investigator can only suggest that negative attitudes tend to invoke few positive friendships outside the plant. There seems to be only a small relationship between negative attitudes and the intensity of the worker's work habits.

No positive conclusions can be drawn in indicating the existence of nativity as a variable in group integration and participation among workers. Those natives of Oxford and Lafayette county were generally positive on every item, however. The natives liked the management, their co-workers, saw their co-workers often outside the plant, considered their best friends among employees of the plant, had known their co-workers before beginning work in over 50 percent of the cases, and listed better working conditions as the main incentive promoter.

For the workers who were not natives the main difference was in the number of friends. Those from another county did not have as many friends, saw their co-workers less outside the plant, and did not know their co-workers before going to work at the plant.

The findings of the sample indicate little relationship between the attitude of the worker toward management and his work efficiency. Most of the workers were not prone to work harder. The one variable which seemed to be an incentive promoter was better working conditions. Those who liked management tended to feel their work efficiency was affected by their attitudes, and those having negative attitudes felt they worked the same regardless.

In defense of the hypotheses the investigator felt that throughout the findings and data there were indications that all of the hypotheses were true. Some points seem more definite than others. The writer

believes that had the sample been larger, the interviewees more truthful, and the schedule more extensive, the findings would, perhaps, be more positive.

Inferences and Suggestions for Further Study

As the investigator had expected the largest percent of the sample were female, Baptist, and natives of the area. Sex differences might well be considered a factor for further investigation but any positive statement concerning this variable is beyond the scope of the present study. The three factors which most workers deemed important in the work environment and which repeatedly appeared were the following: Management should get to know the worker and his problems better, workers should receive better pay, and working conditions are the greatest incentive promoters to the workers of this investigation. Further study might well be conducted on incentive promoters.

From the data drawn from the schedule in this investigation no definite conclusions can be made concerning the length of time worked at the plant. There is some evidence that the longer a worker has worked at the plant the more likely he will have positive attitudes toward the management; however, this could be due to a process of elimination, and those workers remaining could very easily be the ones who have done better work in the past.

Within the sample the number who stated they did not like Oxford as a place to live was too small for any definite comparison to be made relevant to the attitudes expressed.

A large group of the sample were childless and might well be further studied. This finding was a surprise since the investigator felt

the majority of the sample would tend to have large families. For those workers having children 16 percent did have five or more children, however. The investigator feels this may be due in part to the economic strain most of the workers appeared to be experiencing.

Most all the workers interviewed participated in no outside activities or belonged to any organization. When asked why this was true, the worker stated he did not have ample time.

Many topics have been discovered in this investigation which would warrant further investigation. The fact that so many variables have yet to be examined closely should make the casual observer take another look into the field of human relations. In addition, the industrial sociologist should be challenged and further stimulated by the ever presence of new unknowns. It is the hope of the writer that the reader may glean from this collection of data more dark corners in which to delve. If this is the case then the thesis here presented has achieved much, and in the words of Elton Mayo to whom so much is owed; "It is urgently necessary that industry should give as much attention to human as it has to material inquiry."³⁷

³⁷Elton Mayo, "The Human Effects of Mechanization," Papers and Proceedings of the Forty-Second Annual Meeting of the American Economic Association, Vol. 20: March 1930, p. 174. Wilbert E. Moore, Industrial Relations and the Social Order, (New York: The Macmillan Co., 1949).

APPENDIX

It was originally planned that the study would involve using the questionnaire in the industrial work setting while the workers took their morning break from work. The investigator would pass out the questionnaire and pencils for the worker to use. The idea of this plan was to save time and allow the use of a larger sample. The investigator realized that in so doing there was a chance of a bias entering into the experimental situation. The following instructions were to be given in view of the possibility of the said bias: Please answer all questions; do not omit any questions; if you have any questions about the questionnaire or any particular question, please raise your hand; do not be afraid to answer the questions truthfully; this questionnaire is in no way associated with the management; do not put your name on the questionnaire; this is confidential. The length of time that was to be given to the worker to fill out the questionnaire was approximately fifteen minutes.

After much work in attempting to locate a plant where the research design could be carried out, it is significant to note that management was not cooperative and would not allow the investigator to go into the work situation or to interview the workers in any way. Since this was the case, the investigator had no other alternative than to redesign his research plans.

QUESTIONNAIRE

A. WORKERS' DEFINITION OF MANAGEMENT:

1. Whom do you consider as management in the plant?
 - (a) Your immediate superior (Foreman)
 - (b) The head of the plant
 - (c) The assistant head of the plant
 - (d) Someone else
 If someone else then whom? _____
2. In your opinion, has management become better or worse during the last couple of months? (a) better, (b) worse (c) remained the same.
If worse, then how? _____
3. Do you consider management to be one or more people? (a) one person, (b) two or more persons.
4. Do you feel you know very well the persons you consider management?
 - (a) Don't know them
 - (b) Am acquainted with them
 - (c) Know them very well--personally
5. Why do you consider these persons or person management?
 - (a) They are considered this by the company
 - (b) They are in a position of high authority
 - (c) They have been here longer than you

B. QUESTIONS ABOUT MANAGEMENT:

1. What are your feelings toward management? (a) like, (b) dislike, (c) don't care
2. What were your feelings toward management two months ago?
(a) liked, (b) disliked, (c) didn't care
3. Do you feel that the present management is fair to workers?
(a) yes, (b) no.
If yes then why? _____
4. Which of the following do you think that management needs to do most?
 - (a) Give workers better hours
 - (b) Give workers better pay
 - (c) Get to know workers better
 - (d) Get to know the work problems of workers better
5. Having the knowledge you do of management now, would you still take this same job with the plant were it offered to you again today if you were going to work for them for the first time?
(a) yes, (b) no.
Why? _____

6. Would you rather take a job with another company rather than this company at the same type of job? (a) yes, (b) no.
If no, then why? _____
7. Do you feel that management is trying to make your job better? (a) yes, (b) no.
If no, then why? _____
8. Do you like your immediate superior(s)? (a) yes, (b) no.
Why? _____
9. What don't you like about management?
 - (a) They are unfair to workers
 - (b) Their lack of understanding
 - (c) They are too strict
 - (d) They are too lenient
 - (e) They think they know it all
 - (f) I like management
10. Do you know anyone in management at the plant personally? (a) yes, (b) no.
11. Do you ever see members of management outside of the plant on a social basis such as going to the same church with them or doing things with them? (a) yes, (b) no.
12. Would you say management is friendly toward you? (a) yes, (b) no.
13. Do your feelings toward management affect your work? (a) yes, (b) no.
14. If you like management do you tend to:
 - (a) Work harder for the company
 - (b) Work the same
15. If you like management do you tend to:
 - (a) Have more friends
 - (b) Have the same number of friends
16. If you dislike management do you tend to:
 - (a) Not work as hard for the company
 - (b) Work the same
17. If you dislike management do you tend to:
 - (a) Have fewer friends
 - (b) Have more friends
 - (c) Have the same number of friends

C. QUESTIONS ABOUT FRIENDS:

1. Do you like the persons with whom you work? (a) yes, (b) no.
2. How many persons do you work with in your group?
 - (a) One
 - (b) Two
 - (c) Three
 - (d) Four or more
3. Do you see them often outside the plant on a friendship basis like going out to eat with them, or going to a ball game with them? (a) yes, (b) no.
4. How often do you see them outside the plant?
 - (a) Hardly ever
 - (b) Occasionally
 - (c) Frequently
 - (d) Once a week or more often
5. Did you know your co-workers before you began working here? (a) yes, (b) no.
6. How many friends do you have within the plant that are not in your particular work group?
 - (a) One or two
 - (b) Three or four
 - (c) Five or more
 - (d) None
7. Is your best friend at the plant within your work group? (a) yes, (b) no.
8. Do you take your work break with friends in your work group? (a) yes, (b) no.
9. Do you take your break like this of your own choosing or because you are required to do so by the company?
 - (a) Because I choose to
 - (b) Because I am required to
10. Do you feel you work harder because of friends in your work group? (a) yes, (b) no.
11. Would you work harder if you:
 - (a) Had more friends at the plant
 - (b) Liked management better
 - (c) Had lived here longer
 - (d) Had better working conditions
 - (e) Another reasonIf for another reason then what? _____

D. CASE INFORMATION:

1. (a) male, (b) female
2. Are you a native of Oxford or Lafayette County? (a) yes, (b) no.
If no, then where? _____
3. How long have you worked at this plant?
 - (a) Less than a year
 - (b) One year
 - (c) Two years
 - (d) Three years
 - (e) Four years
 - (f) Five or more years
4. Do you like the work you do? (a) yes, (b) no.
5. Does your wife (husband) work also? (a) yes, (b) no.
If yes, then where? _____
6. Do you like Oxford as a place to live? (a) yes, (b) no.
If no, why? _____
7. What church do you attend?
 - (a) Baptist
 - (b) Methodist
 - (c) Presbyterian
 - (d) Church of Christ
 - (e) Catholic
 - (f) Episcopal
 - (g) Penecostal Holiness
 - (h) Assembly of God
 - (i) Not a member
8. Do you participate in any outside activities such as the Masons, Jaycees or other? (a) yes, (b) no.
If yes, then what? _____
9. Do any of your co-workers participate in these same activities with you? (a) yes, (b) no.
10. How many children do you have?
 - (a) One
 - (b) Two
 - (c) Three
 - (d) Four
 - (e) Five or more
 - (f) None
11. Do your best friends work at this plant? (a) yes, (b) no.

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