A CLUSTER ANALYSIS OF TRAITS PERTAINING TO THE MARKETING ORIENTATION

Thesis for the Degree of M. A.
MICHIGAN STATE UNIVERSITY
CYNTHIA LOUISE HAAS
1973



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ABSTRACT

A CLUSTER ANALYSIS OF TRAITS PERTAINING TO THE MARKETING ORIENTATION

By

Cynthia Louise Haas

The goal of this study was to replicate Lessin's (1968) cluster analysis of his marketing orientation inventory, and to investigate sex differences in clusters.

In his research, Lessin developed an inventory designed to measure Erich Fromm's (1947) marketing orientation. After collecting data on his inventory, he then cluster analyzed data in an attempt to learn about the structure of the marketing orientation. However, he never thoroughly investigated data from females.

In this research, data were collected from a larger sample of males and females using an enlarged version of Lessin's inventory. After preliminary analyses showed that Lessin's clusters did not clearly emerge on my male or female data, new clusters were built. These new clusters were developed emphasizing the creation of clusters that were tight in content and statistically parallel.

Nine clusters were found--STATUS, ACCUIESCENCE, HARDNESS, SOCIAL DOMINANCE, PEOPLE LIKE ME, LONER, ARTSY, SUPERFICIAL, and QUICKNESS. A description of each cluster and its subclusters based on their content was followed by an investigation of the correlations among these clusters.

These new clusters were then separately applied to the male and the female data in order to determine what sex differences existed in correlations among clusters. Important differences were described and interpretations were suggested.

Concluding remarks included a brief comparison of Lessin's clusters and mine. Opinions concerning the adequacy of the new items and clusters were presented. Finally, the general topic of the value and uses of cluster analysis in investigating sex differences was discussed.

A CLUSTER ANALYSIS OF TRAITS PERTAINING TO THE MARKETING ORIENTATION

By

Cynthia Louise Haas

A THESIS

Submitted to
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in partial fulfillment of the requirements
for the degree of

MASTER OF ARTS

Department of Psychology

1973

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To Bob Gurney and Jay Williams

TABLE OF CONTENTS

INTROD	UCTI	ON	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	. 1
METHOD		•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	. 3
o Sub	Haa f th	e M	lari Da	ke ^t ta	ti C	ng ol	le	ct	ic	n.																		
a: Cri	nd D	ata a f	. C	lea Da	an ev	in el	g op	Pr ir	oc Ig	C)	lu:	re: st	s er:	• 5	•	•	•	•	•	•	•	•	•	•	•	•	•	. 4
RESULT	S OF	CI	US	TE	R	AN	AL	YS	IS	3	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	. 7
RELATI	ons .	AMC)NG	C	LU	ST	ER	S		•	•	•	•	•	•	•	•	•	•	•	•	•		•	•	•	•	2]
i	ation n th	e (Com	bi	ne	d	sa	mţ	16	3 9		•	•	•	•	•	•	•	•	•	•	•		•	•	•	•	2]
a	nd F	ema	le	S	am	pl	e s	a 1	•	•		•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	30
CONCLU	SION	S	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	36
BIBLIO	GRAP	ΗY	•	•	•	•	•	•	•	•		•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	•	4
APPEND	TCES	_		_	_	_			_		_					_	_	_	_	_	_		_	_	_	_	_	46

Introduction

For his dissertation research, Lessin (1968) developed in inventory designed to measure Erich Fromm's marketing orientation (Fromm, 1947). Lessin's goal was to investigate the structure of his scale—to determine whether the marketing orientation can be considered a unitary characteristic or whether the marketing orientation is more fruitfully considered a conglomeration of personality and behavioral characteristics.

In a factor analysis of data from 125 males and females he found a "moderate" loading on sex and he found that males and females had different patterns of loadings on other factors. As Lessin notes (p. 26) he did not consciously attempt to select or compose items equally applicable to males and females, nor did Fromm (1947) actively describe or give many examples of the marketing orientation as manifested specifically in women. Lessin decided, therefore, to collect additional data from males and to limit his investigation to data from a male sample. As a result, his specific conclusions may have limited application.

I decided to learn whether Lessin's clusters would hold up on a sample of females.

Data was collected for a larger sample (181 females and 151 males) using an enlarged version of Lessin's questionnaire. Twenty newly written items were included in the questionnaire given to this larger sample. These items were written so as to parallel some of Lessin's items (and thereby increase reliability) or to provide alternate items lacking specific reference to sex.

In preliminary analyses, Lessin's clusters did not show up on my female or male data. After closer inspection of the items in Lessin's

clusters, it also seemed that the content of his clusters was very heterogeneous.

This led me to begin developing new, tighter clusters, with the sexes analyzed separately. No important differences in item groupings between the sexes was obvious.

At this point, a decision was made to combine male and female samples and to develop clusters based on all subjects. The newly written items were included in these clusters. Again, the emphasis was on developing clusters with very specific content.

By developing clusters on the combined group, it would be possible to examine the correlations among clusters separately for males and for females, and to determine whether sex was correlated with any of the clusters. Because the content of the clusters would be the same in each sample and the content of the clusters could be described closely, it might be possible to suggest why these sex differences occurred.

Although a stimulus for this research was the marketing orientation as measured by Lessin's questionnaire, the emphasis here will be on examining relations among newly developed clusters and the sex differences observed in these relations.

Method

The Haas version of the Marketing Orientation Questionnaire (MOQ)

The scale used in this research differed from Lessin's version in the following respects: 1) Lack of buffer items; 2) Inclusion of newly written items related to the marketing orientation; 3) Inclusion of biographical information; and 4) Differences in scale options allowed for answering items.

Lessin states that the questionnaire he administered contained 20 buffer items from Domhoff's (1964) scale of Fromm's character orientations. He included these, with the strongest concentration at the beginning of the scale, in order to reduce the tendency to develop a response set (Lessin, p. 22). They were not included in my questionnaire because 1) they would have made my scale too long; 2) I didn't know exactly what he included; and 3) I was not convinced that any additional heterogeneity was needed as a means of avoiding establishing a response set, or that establishing a misguided response set is a desirable means of coping with the response set problem.

Twenty additional items (those numbered 71 to 90) were written by members of an undergraduate psychometrics course and me. Each class member received an edited version of Fromm's description of the marketing orientation along with Fromm's listing of the characteristics he believed to be associated with that orientation (see Fromm, 1947, pp. 71-85, 121). After discussing the orientation we individually tried to write items pertaining to the content of the marketing orientation.

Goals of this item writing included creating items with content paralleling Lessin's and which were not heavily laden with references to the activities of only one sex. (The items of the MOQ are listed in Appendices A and B.)

Seventeen biographical items appeared at the end of the questionnaire. They have not been analyzed for this research.

All items designed to measure the marketing orientation were scaled using a five point Likert scale (l=strongly agree, 5=strongly disagree). Lessin used a seven point Likert scale, but did not allow his subjects to choose the middle ("neutral" or "undecided") category.

Subjects, Data Collection, and Data Cleaning Procedures

The data were collected in different years using two somewhat different procedures. Data for males and females were collected on each occasion.

In the Fall of 1970, a group of students in an undergraduate psychometrics class helped me to gather data on the MOQ. Before gathering the data that are included in this analysis, we engaged in a trial run to help us anticipate problems, to function efficiently, and to determine whether items in the biographical portion of the questionnaire were difficult to understand. Based on this trial run, we learned, for example, that it is better to substitute the phrase "brothers and sisters" for the word "siblings."

The data in this 1970 sample were collected in one evening by merely walking through dormitories at Michigan State University and asking people in the rooms whether they were willing to answer a questionnaire. Those who said that they were willing were given materials for answering the MOQ and were told that the researcher would return to pick up the completed materials in about 45 minutes. A large majority (exact proportion is unknown) of those answering their doors agreed to answer the questionnaire, as did some of their guests. On this same

evening, one of the researchers also collected data from "several" "college age" people living in apartments near the Michigan State University campus.

In the Winter of 1972, additional data were collected by offering research credit to students in introductory psychology courses At Michigan State University. These subjects were recruited during their regular class meetings and told that they could take home the questionnaire materials and return them at a later class meeting for research credit.

The packet of materials given to these 1972 subjects contained three sets of instructions for answering the MOQ (see Haas, 1972) and a questionnaire which is not reported on here. Subjects were given the option of responding to some or all of the materials depending on how much research credit they wished to earn with the following restriction. Subjects wishing to answer the MOQ for credit were specifically instructed to answer the questionnaire using "Form 1" instructions first. The Form 1 instructions merely told the subjects to answer the questionnaire using the directions given on the front page of the MOQ. These directions and the questionnaire were identical to those given to the 1970 sample.

Data from subjects who left more than two questionnaire items blank were thrown out. For data sheets with one or two blanks, the middle category (i.e., "3" in a 1 to 5 scale) of response was filled in to avoid having blanks scored as zero. Any scoring sheet that appeared to have been filled in capriciously (e.g., all responses the same, responses patterned 1, 2, 3, 4, 5, 4, 3, 2, 1, . . ., "Bullshit" stamped on the sheet) were thrown out.

Following these cleaning procedures, data for 332 subjects remained.

They included 151 males and 181 females.

Criteria for Developing Clusters

Criteria for grouping items into clusters include the items' correlations within the cluster, similarity of correlations across clusters (parallelism), and apparent similarity of content.

High internal consistency of clusters depends on the level of correlations within the cluster (i.e., to what extent the elements of the cluster correlated with each other). While high correlations within clusters are desirable, high inter-item correlations do not insure that the items can all be usefully considered measures of the same variable.

Items may be considered measures of the same variable when: 1) they correlate with each other; and 2) they relate to other variables in the same way, i.e., when they are parallel. It would be impossible to meaningfully describe relations among clusters if all the elements of a cluster related to outside clusters in different ways.

Because this research is not concerned with testing the properties of a priori groupings of items, item grouping by content is strongly influenced by relations found in the data. Most of the preliminary item grouping was accomplished by using a computer program system that can compute similarity coefficients of variables, which are measures of item parallelism (see Hunter, 1970, 1973; Hunter and Cohen, 1969). This system has a matrix ordering feature that helps in grouping items that are parallel. Because it is necessary to make some coherent description of the items that are grouped, a considerable interplay occurs between considerations of content and those of statistical origin.

Results of Cluster Analysis

In this section, the clusters, subclusters, and their apparent content will be described.

Nine clusters of 15 item groupings were found using data from the combined male and female sample. These groupings include 14 newly written items as well as 49 of Lessin's. The clusters and subclusters are listed below. The number of items in each is given in parentheses.

STATUS		
APPEARANCES	(20)	
RESPECT		(6)
MONEY		(3)
CONNECTIONS		(3)
CHAMELEON		(5)
ACQUIESCENCE	(14)	
CONFORMITY		(7)
(-) Independence		(7)
HARDNESS	(6)	
SELF-INTEREST		(3)
BLUNTNESS		(3)
SOCIAL DOMINANCE	(5)	
PEOPLE LIKE ME	(5)	
LONER	(4)	
ARTSY	(3)	
SUPERFICIAL	(2)	
QUICKN ESS	(4)	

Tables showing the correlations of items within clusters follow this section on content. These tables also show the item and cluster (or subcluster) correlations with other clusters (or subclusters).

Information about item means and standard deviations is given in Appendix C. The means and reliabilities of clusters and subclusters are given in Appendix D.

(Note: In the description of content, a minus sign (-) will be placed before items that are negatively scored in relation to the other items of the group.)

STATUS

Acquiring, displaying, and receiving the rewards of STATUS is the general subject matter of the items in this cluster. STATUS is made up of the following five subclusters.

APPEARANCES. This subcluster contains a clear statement that appearances are important. Most of the items concern specific instances of what attributes and affiliations one would like to have in order to project a pleasing or refined appearance.

- 48. I'd like to know much more about social etiquette.
- 44. It is important to me to someday wear fine clothes.
- (-)61. A person's appearance is not very important.
 - 53. A pleasant voice is an important part of a desirable personality.
 - 87. I would like to meet people who can help me to improve my tastes.
 - 64. I would like to belong to several clubs or lodges.

RESPECT. Each of these items places major emphasis on the importance of being respected.

- 81. One of the most important things a parent can do for his or her child is to be a leader in the community.
- 52. One of the most important things a father can do for his son is to be successful.
- 58. The mark of a happy man is that he is well thought of by his peers.

MONEY. Two items here quite frankly concern the impact of finances upon one's happiness. The other item, though phrased in terms of weighing opportunity to develop one's abilities with opportunity for advancement, seems to possess a similar orientation.

- 74. I believe that money contributes significantly to happiness.
- 40. Lack of money is the single greatest cause of unhappiness.
- (-)63. In choosing a job, the opportunity to develop one's abilities is more important than the opportunity for advancement.

CONNECTIONS. The message of these items is obvious enough to warrant little comment. Agreement with these items constitutes a

belief in the utility, if not in the practice, of using partiality and door-opening as instruments to get what you want.

- 82. Knowing influential people is always beneficial.
- 14. It is extremely important to get to know the right people in order to get ahead.
- 83. The first thing to do in situations such as school or work is to get on the good side of the supervisor or boss.

CHAMELEON. This subcluster endorses discretely applied shiftiness.

Because each item concerns adjustment or the misrepresentation of reality, advocacy of controlled expressiveness and inexpressiveness designed to fit the occasion is the variable being measured. The person agreeing with all these items would doctor the impression of reality even more forcefully by deliberately distorting the truth when 'it is necessary.'

The high scorer on this subcluster is a chameleon.

- 33. A person should adapt his ideas and his behavior to the group that he happens to be with.
- 59. Since things change so fast in this modern world of ours, it is important that a man doesn't believe in any one thing too deeply.
- 86. Behaving cautiously and avoiding strongly expressing oneself while young is smart if one wishes to accomplish much later in life.
- 56. More often than most people think, it is necessary to tell a lie.
- 12. It is a good idea to be able to make several different impressions in order to get along with all kinds of people.

ACQUIESCENCE

This large cluster is made up of CONFORMITY and the reverse scored INDEPENDENCE. Each subcluster refers to tendencies to go along with things.

CONFORMITY. Conformity is unquestionably being measured in this subcluster. However, this seems to be conformity with a particular style--propriety. The high scorer seems to be a person who would not

conform to just any group's standards. He or she is instead a socially acceptable conformist, obedient to established custom and norms.

- 29. I usually avoid doing something that might provoke criticism.
- 17. I usually try to do what is expected of me.
- 55. I try to do what is fitting and appropriate.
- 3. It is generally best to do things in the approved way.
- 43. Before I do something I try to consider how my friends will react to it.
- 25. I easily change my mind after I hear what others have to say.
- 11. I'm likely to discontinue doing something that others think not worthwhile.

INDEPENDENCE. These items seem to measure willingness for and comfort with behaving independently. With the exception of item #7, which is a weak item in the cluster, these items are not expressions of rebelliousness, although stubbornness may be involved in some items. INDEPENDENCE is not a mere "opposite" of CONFORMITY because INDEPENDENCE focuses on acting in behalf of individual beliefs or convictions rather than on refusing to conform. (This subcluster is reversed in scoring when it is made a part of the ACQUIESCENCE cluster.)

- 30. I feel comfortable being different from those around me.
- 10. I don't really care all that much whether people like me or dislike me.
- 42. I'd rather be thought of as intelligent than sociable.
- 15. I usually maintain my original position even when my superiors disagree.
- 57. I feel comfortable acting unconventionally if an important issue is involved.
- 66. I don't make as many compromises as most people.

HARDNESS

HARDNESS conveys a general message of "don't bother about people."

It is made up of two subclusters, SELF-INTEREST and BLUNTNESS.

<u>SELF-INTEREST</u>. Each of these items concerns self-interest. The blatant reference to 'rewards for a job well done' requires no explanation.

Item 24 (doubtless also 72 had it been in the original scale) was originally conceived to be a negative item by Lessin. He found, as I

did, that it correlated positively with other items only if scored positively. Perhaps he originally conceived of this item as measuring a tendency to look outward to the personality market for direction and opinions vs. looking inward to one's intrinsic qualities and desires.

Instead, item 24 seems to say that one must willingly disregard others' interests in order to achieve what one wants. However, the range of people agreeing with this could include an expedient striver or a hermit.

- 24. A person should usually be more concerned with himself than with others.
- 72. Pleasing oneself should have priority over the interests of others.
 - 5. The main reason a person does a job well is that he expects to be rewarded.

ELUNTNESS. Bluntness could describe someone agreeing with items 32 and 18, but disagreeing with 78. This person, who receives a high score on the subcluster, dislikes people, finds it hard to be nice to them, and doesn't bother.

Unfortunately, people receiving the same score on this subcluster may seem qualitatively different depending on the profile of their answers. A cold conniver might dislike people, find it easy to be nice, and act nice. He or she would score positively on only one item as would someone who didn't dislike people and who either answered both other items positively or negatively.

- 32. It is hard to be nice to people I don't like.
- 18. There are some people who I just really dislike.
- (-)78. When I dislike someone, I try to avoid revealing that fact either through words or actions.

SOCIAL DOMINANCE

These items feature claims of proficiency in handling people and in

making a social impact.

The items lack specific reference to power and/or attention seeking as motives for the use and development of these particular skills. Yet, such motives could be related. (Interestingly, it is the weakest item in the cluster that refers to enjoying and engaging in relatively personal interactions.)

- 8. I feel that I can dominate a social situation.
- (-)76. I'm more of a listener than a talker.
 - 77. I feel that I can control a social situation even though it may not be obvious to others.
 - 16. I'm pretty good at "bluffing."
 - 73. I enjoy putting people at ease by telling them about my experiences.

PEOPLE LIKE ME

Agreement with these items constitutes an assertion of sociability. The person agreeing with these items claims to enjoy being gregarious, to make friends more quickly than others, and to be pliant and responsive to others.

Agreement with these items does not imply any ability or interest for engaging in close personal relationships, for behaving sociably in anything other than casual, friendly relationships. The general tenor of the statements lacks the personal touch. This leads to the conclusion that the topic of this cluster is self-declared interest in and ability to develop friendly acquaintanceships.

- (-)26. I don't particularly enjoy meeting a lot of people.
 - 34. I would be happy if I could be with lots of people most of the time.
 - 46. I make friends quicker than most.
 - 39. I am quite flexible when dealing with other people.
 - 68. I am more sensitive than most people to the desires of others.

LONER

Willingness to engage in solitary activities, if not a preference

for solitude, unifies this group of items. Agreement with any of these items suggests that engaging in group activities is not important for its own sake. Although the strength and referents of the items vary (e.g., #85 seems almost a measure of personal autonomy), each item implies a capacity to occupy or entertain oneself—the ability if not desire to be a loner at least some of the time.

ARTSY

This small cluster seems to measure a serious, even snobbish, belief in lauding and appreciating man's subtle and artistic creations. Although generalized intellectual snobbery could be the underlying feature, the arts and humanities seem a more likely focus.

- 80. I tend to enjoy the subtle aspects of most things.
- 45. I like dramas better than musical comedies.
- 41. Society owes a lot more to the artist and the musician than it does to the businessman and the manufacturer.

SUPERFICIAL

Agreeing with these two items may represent a tendency to assess others based on only limited or superficial information. However, the items refer to assessments based on one's car and home--two of the most important investments that many people make. The high scorer on this cluster may not necessarily show a general tendency to superficiality.

- 84. You can learn a lot about a person from knowing the way his or her home is decorated.
- 31. You can learn a lot about a man from knowing the kind of car he drives.

QUICKNESS

This is exactly the same as Lessin's quickness (QIK) cluster.

As the items clearly suggest, the content concerns the mental and

emotional pace at which one likes to live. For those scoring in the quick direction, this might be considered a measure of confidence and spontaneity.

- 62. I like doing things in which I have to act quickly.
- (-)70. I am slow in making up my mind.
- (-)19. I hate having to make hurried decisions.
- (-)13. It is pretty hard to adjust to change.

Items not Placed in Clusters

The 27 items not fitting into clusters are listed in Appendix B.

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Table 3.--Cluster HARDNESS correlation matrix for combined sample of males and females.

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Table 4.--Cluster SOCIAL DOMINANCE correlation matrix for combined sample of males and females.

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511 -15 -2 -25 52 100 1034 -17 Table 5. -- Cluster PEOPLE LIKE ME cor-68 relation matrix for combined sample 39 9 34. -43 . of males and females. 26 -15 -11 PEOP LONER ARTSY APF RESP MONEY CCHAM CCONF CONF IND S-I BLMT SUPF QIK SEX

Table 6.--Cluster LONER correlation matrix for combined sample of males and females.

Table 7.--Cluster ARTSY correlation matrix for combined sample of males

and females.

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BLNT 509 -3 4 10 9

DOM 510 24 14 16 43

PEOP 511 3 2 7 9

LONER 512 31 13 15 46

ARTSY 513 58 38 33 100

SUPF 514 10 9 3 16

SEX 515 11 0 -11 19

Table 8.--Cluster SUPERFICIAL correlation matrix for combined sample of males and females.

Table 9. -- Cluster QUICKNESS correlation matrix for combined sample of males and

females.

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Relations Among Clusters

Relations Among Clusters In the Combined Sample

Correlations among all clusters are shown in Table 10. These correlations are the correlations of the cluster or subcluster sums.

They are corrected for unreliability. (Cluster reliabilities are given in Appendix D.)

STATUS (APPEARANCES, RESPECT, MONEY, CONNECTIONS, CHAMELEON)

CONFORMITY is the only cluster strongly correlated with STATUS (.62). Not all STATUS subclusters are strongly correlated with CONFORMITY, however. MONEY and COMNECTIONS are only weakly correlated with CONFORMITY (.31, .34); CONFORMITY is moderately related to RESPECT (.53) and CHAMELEON (.52); and APPEARANCES is strongly correlated with CONFORMITY (.71).

If the RESPECT items function projectively, the conformist less consistently desires respect than to present a pleasing appearance. Perhaps success and leadership (elements of RESPECT) are too attention-getting for the taste of some conformists. The more tangible and relatively conservative aspects of social standing (such as those in APPEARANCES) are more consistently desirable to the conformist, who may wish to display these features in order to increase his social acceptability.

CONFORMITY and CHAMELEON may be related because of their common expression of adaptation. The strength of this correlation is probably not stronger because fitting in seems a means of advancing in CHAMELEON, but a goal in CONFORMITY.

The relatively low correlations of CONFORMITY with MONEY and with CONNECTIONS seems to confirm the view that achieving social acceptability is a more salient goal to the conformist than are getting ahead or acquiring money.

The HARDNESS subcluster SELF-INTEREST is moderately correlated to STATUS (.46), especially with the STATUS subclusters that have an instrumental character--CHAMELEON (.45) and CONNECTIONS (.46)--and to MONEY (.46). The person high on SELF-INTEREST seems, therefore, to be more concerned with getting what he wants than with acquiring social standing per se.

SUPERFICIAL is also moderately correlated with STATUS (.44). This relation will be examined in the discussion of SUPERFICIAL.

ACQUIESCENCE (CONFORMITY, INDEPENDENCE (-))

CONFORMITY and INDEPENDENCE are strongly negatively correlated (-.64). But, they are not simple opposites.

For example, CONFORMITY is strongly correlated with STATUS (.62); INDEPENDENCE is not (-.17). They do not necessarily relate to other variables as opposites would.

More striking is the fact that CONFORMITY distorts and suppresses the correlation between INDEPENDENCE and STATUS. When CONFORMITY is partialled from the correlation between STATUS and INDEPENDENCE, the correlation changes from -.17 to +.37. If CONFORMITY and INDEPENDENCE were opposites, partialling CONFORMITY should wipe out a correlation between INDEPENDENCE and another variable, not strengthen the relation and change its sign.

Predictability of scores on CONFORMITY can be improved by adding variables other than INDEPENDENCE to a prediction equation. CONFORMITY can be predicted better by knowing scores on both INDEPENDENCE and STATUS

Although skill in exercising social control may be useful to those hoping to look good to others, it is INDEPENDENCE, not CONFORMITY that is positively correlated with SOCIAL DOMINANCE (.50). CONFORMITY, in fact, has a low negative correlation with SOCIAL DOMINANCE (-.37).

In spite of the conformist's apparent desire to be acceptable, and the relation between INDEPENDENCE and SOCIAL DOMINANCE, neither INDEPENDENCE (-.04) or CONFORMITY (-.15) is correlated with PEOPLE LIKE ME. Neither CONFORMITY or INDEPENDENCE is consistently related to LONER, although the weak relations fall in the predictable direction, with INDEPENDENCE less weakly related.

In their relations with HARDNESS, CONFORMITY is exactly zero while INDEPENDENCE has a moderate correlation (.42). The patterns of CONFORMITY and INDEPENDENCE within the HARDNESS subclusters are different, though. INDEPENDENCE is equally positively related both to SELF-INTEREST (.18) and weakly negatively related to BLUNTNESS (-.16).

HARDNESS (SELF-INTEREST, BLUNTNESS)

HARDNESS is not strongly correlated with any cluster, nor are its two subclusters strongly related to each other (.53). In general, SELF-INTEREST seems related to other clusters in a "more obvious" way than BLUNTNESS does.

HARDNESS has a moderate correlation with INDEPENDENCE (.42), and a zero correlation with CONFORMITY. This zero correlation with CONFORMITY results from combining CONFORMITY's weak positive correlation with SELF-INTEREST (.16) and its weak negative correlation with

ELUNTNESS (-.18). Conformists, more than non-conformists, express self-interest and avoid bluntness.

SOCIAL DOMINANCE

SOCIAL DOMINANCE is unrelated to STATUS (.13), LONER (.11), and SUPERFICIAL (.09). Low moderate correlations exist between SOCIAL DOMINANCE and ARTSY (.43) and QUICKNESS (.41). SOCIAL DOMINANCE correlates most strongly with INDEPENDENCE (.50) and PEOPLE LIKE ME (.52). Some of these correlations change markedly when CONFORMITY or INDEPENDENCE is partialled.

Social dominance seems a desirable tool for someone seeking status. However, STATUS and SOCIAL DOMINANCE are almost unrelated (.13). The high correlation of CONFORMITY and STATUS (.62), along with the negative correlation of SOCIAL DOMINANCE and CONFORMITY (-.37) suppresses the correlation of STATUS and SOCIAL DOMINANCE When CONFORMITY is partialled, the relation between SOCIAL DOMINANCE and STATUS increases substantially (from .15 to .50). It seems that those who seek status to increase their acceptability also lack the guts to get it.

INDEPENDENCE both strengthens and weakens relations of SOCIAL DOMINANCE with other variables. When INDEPENDENCE is partialled from the correlation of SOCIAL DOMINANCE and PEOPLE LIKE ME, the correlation increases from .52 to .69. On the other hand, the correlation between SOCIAL DOMINANCE and ARTSY (which have no obvious tie) is almost wiped out when INDEPENDENCE is partialled (from .43 to .15).

PEOPLE LIKE ME

Few characteristics measured by these clusters distinguish those claiming that PEOPLE LIKE ME. STATUS, ACQUIESCENCE, SELF-INTEREST, LONER, ARTSY, and QUICKNESS are all more or less uncorrelated with PEOPLE LIKE ME.

SUPERFICIAL (-.31) and BLUNTNESS (-.25) both have slight negative correlations with PEOPLE LIKE ME.

PEOPLE LIKE ME correlates substantially only with SOCIAL DOMINANCE (.52). This correlation may be bouyed by the clusters' common declarations of skill in dealing with people. As previously mentioned, INDE-PENDENCE suppresses the correlation—not surprisingly, perhaps, since the independent does say that 'I'd rather be thought of as intelligent than sociable.'

LONER

Although weakly correlated with most clusters, LONER is strongly correlated with none. LONER's highest correlation is with ARTSY (.46). This correlation is not substantially reduced when INDEPENDENCE is partialled (.33).

INDEPENDENCE and LONER are only weakly related--perhaps because INDEPENDENCE refers to independent behavior in the presence of others, while LONER refers to independence achieved through social withdrawal.

Scores on LONER are not appreciably correlated with scores on PEOPLE LIKE ME (-.17) or SOCIAL DOMINANCE (.11). LONER seems, therefore, independent of social confidence.

<u>ARTSY</u>

ARTSY is strongly correlated only with INDEPENDENCE (.66), and moderately correlated with LONER (.46) and SOCIAL DOMINANCE (.43). The surprise is the relation with SOCIAL DOMINANCE. This correlation shrinks, however, when INDEPENDENCE is partialled (from .43 to .15).. The behavioral tendencies reported in INDEPENDENCE are consonant with the intellectualism implied in ARTSY.

SUPERFICIAL

with the exception of its moderate correlation with STATUS (.44)
SUPERFICIAL is at most weakly related to other clusters.

Because SUPERFICIAL is concerned with assessing others based on knowing what their car or home looks like it might be imagined that SUPERFICIAL would be most strongly related to the APPEARANCES subcluster of STATUS. Instead, RESPECT is the subcluster most strongly correlated with SUPERFICIAL (.47). CHAMELEON is almost as high (.43). SUPERFICIAL seems associated, therefore, with forming impressions of substance.

QUICKNESS

QUICKNESS is substantially correlated only with CONFORMITY (-.46) and SOCIAL DOMINANCE (.41). The relation between QUICKNESS and SOCIAL DOMINANCE seems obvious and expected. While it is possible to control others through slow, deliberate thought and action, those who dominate, bluff, and control usually act more spontaneously. The negative correlation between CONFORMITY and QUICKNESS probably results from the caution and self-control that seems a part of the CONFORMITY items. Besides, the conformist spends his time assessing situations, not initiating them.

Table 10.--Cluster and subcluster correlation matrix for combined sample of males and females (N=332). (Correlations are corrected upward to compensate for unreliability.)

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SUPF 514 5	22 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4
N ARTIST 2 513	00000040040040000 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1
3 2	MUNITER ANTHON
PEOP 511	
DOM 510	4 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4
BLNT 509	440 0 4 0 W W O W W O O O O O
S-1 508	7 1 4 4 4 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1
IND 507	11 14 14 16 16 16 16 16 16 16 16 16 16 16 16 16
CONF 506	40 mm 6 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0
CHAP. 505	8 C C C C C C C C C C C C C C C C C C C
CONN 504	1000 1000 1000 1000 1000 1000 1000 100
MON 503	4 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0
RESP 502:	600 K 6 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8
APP 501	00 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0 0
	500 500 500 500 500 500 500 500 500 500

Table 11.--Cluster and subcluster correlation matrix for female sample (N=181), (Correlations are corrected upward to compensate for unreliability.)

0 100 39 100 29 100 39	7 33 40 100 3 7 -28 -7 -25 10 2 33 22 39 10 71 19 17 5 15 -16 -8 2	17 7 -28 43 22 39 10 17 7 -28 -7 -25 4 -34 -22 33 22 34 2 4 -20 71 19 17 5 -10 -40 15 -16 -8 2	5 8 -2 -28 43 22 39 10 2 18 17 7 -28 -7 -25 4 3 -7 -34 -22 33 22 34 2 9 -9 4 -20 71 19 17 5 8 31 30 5 3 17 10 - 1 -33 -10 -40 15 -16 -8 2	-3 27 -9 -17 35 40 100 3 -5 8 -2 -26 43 22 39 10 -2 18 17 7 -28 -7 -25 4 33 -7 -34 -22 33 22 34 2 29 -9 4 -20 71 19 17 5 18 31 30 5 3 17 10 - 21 -33 -10 -40 15 -16 -8 2
	7 8 7 8 9 10 0 8 4 8 8 8 7 8 4 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8 8	17	2 18 17 7 -28 43 23 -7 -34 -22 33 29 -9 4 -20 71 18 31 30 5 3 3 21 -33 -10 -40 15 -	20 -213 27 -9 -17 33

Table 12.--Cluster and subcluster correlation matrix for male sample (N=151). (Correlations are corrected upward to compensate for unreliability.)

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Differences in the Male and Female Samples

Complete correlation matrices for the male sample and for the female sample are contained in Appendices F and G. Tables 11 and 12 contain the intercluster correlation matrices for the two samples. Cluster item averages and reliabilities for the male and female samples, the point biserial correlation of the clusters with sex, and significance of differences are given in Appendix D.

Sex Differences in Cluster Means and Correlations of Sex with Clusters

Only four clusters were not significantly higher in men than women. One of these--ACQUIESCENCE--was not significantly different because each of its negatively correlated subclusters was significantly positively correlated with sex (i.e., men were higher on both CONFORMITY and INDEPENDENCE, and INDEPENDENCE is reversed when it is placed into the ACQUIESCENCE cluster).

The other three clusters that do not follow the general pattern are SOCIAL DOMINANCE, PEOPLE LIKE ME, and LONER. Males are higher on SOCIAL DOMINANCE, but not quite significantly. PEOPLE LIKE ME has a small variance and a miniscule difference between males and females—though women are often stereotyped as being more sociable, they do not report that people like them any more than men do.

LONER is the only cluster that is significantly higher in women. The difference is not large, and neither sex's average score is far from neutral.

SELF-INTEREST, CHAMELEON, and CONNECTIONS are the only clusters or subclusters which approach having sex account for even 10% of the variance in cluster scores. Sex is hardly a major determinant of one's score on any of these clusters, even those that are highly significant.

Sex Differences in Relations among Clusters

Tables 11 and 12 contain the correlations among clusters for the female and for the male sample. Large differences between males' and females' cluster correlations are discussed below.

PEOPLE LIKE ME and ARTSY. The most dramatic sex difference in intercluster correlations is the correlation between PEOPLE LIKE ME and ARTSY (.61 in males, -.22 in females). This strong difference is exaggerated by corrections for the low reliabilities of the clusters involved. (The reliabilities are especially low in males, which is also where the strongest correlation is found.) Nevertheless, the difference in sign for the male and the female samples deserves investigation.

There are some obvious sex differences in the way that the ARTSY cluster relates to specific types of items in the PEOPLE LIKE ME cluster. The five items of PEOPLE LIKE ME can be broken into three types of content. The first is a single item (#46) stating that 'I can make friends quicker than most people.' This item is uncorrelated with ARTSY in either sex.

The second and third types of PEOPLE LIKE ME items show sex differences in their relations with ARTSY. The second type, items 26 and 34, refers to liking to meet or have lots of people around. These are negatively related to ARTSY in females and positively related in males. The third grouping (#30 and #68) consists of claims to be flexible and sensitive to the desires of others. These are not related to ARTSY in females, but are positively related in males (the sensitive item is correlated .44).

ARTSYism seems associated with social withdrawal in females, though not with their self-judged capacities to deal effectively with people. In contrast, in males ARTSY is associated with wanting to have people around. The strong correlation in the male sample between ARTSY and the sensitivity and flexibility items may represent a common expression of what is sometimes considered effeminacy.

LONER and STATUS. These clusters are not related in males (.03), yet have a moderate negative correlation (-.41) in females. Somehow the acquisition, display, or desire for status has a negative association with social withdrawal in women that does not occur in men.

Perhaps this reflects the female's greater (real or imagined) need to develop status primarily through social interactions. A social maneuvering hypothesis would be supported by the opposite signed relations of LONER with the STATUS subcluster CHAMELEON (-.34 in females, .32 in males).

Women are more willing than men to avoid dull parties (#9) and to stay at home rather than go to a party with someone they dislike (#22), thereby disconfirming the notion that women want to go out no matter what. For women, though, staying at home is slightly negatively correlated with STATUS (about -.16). For men, the picture is mixed. Men are similar to women on the dull party item. However, not going to a party with someone you dislike is positively associated with STATUS. Perhaps these sex differences in pattern reflect the fact that men are more likely to take the initiative in selecting when they go and who they go with.

HARDNESS and STATUS. These clusters correlate .49 in males and .12 in females. The correlations among items and subclusters of these two

clusters suggest why this difference occurs.

STATUS and the HARDNESS subcluster SELF-INTEREST are more highly correlated in males (.56) than in females (.26). The correlations with STATUS subclusters are more varied for men, reaching an especially high correlation between MONEY and SELF-INTEREST (.65).

It seems reasonable that SELF-INTEREST would be associated with STATUS--as it is in males. However, too much self-concern may not necessarily serve a woman's self-interest, and it is the SELF-INTEREST items about concern for oneself vs. others (#24 and #72) that make the difference. Women more than men may rely on social interactions to gain status. If so, it makes sense for a woman to pay attention to the 'priorities of others' as a way of 'pleasing oneself' not instead of pleasing oneself. The lower correlations found in females may indicate not less self-interest, but less indifference to others.

The second HARDNESS subcluster, BLUNTNESS, is slightly negatively correlated with STATUS in women (-.11) but positively correlated in men (.28). These relations are weak, but their direction is consistent with the belief that bluntness is not de rigeur in women. Correlations of STATUS with BLUNTNESS items confirm this belief. Suppressing overt blunt behaviors—'avoiding revealing dislike'—is weakly related to STATUS in women (-.21) but not in men (.11)

SUPERFICIAL and STATUS. SUPERFICIAL is less strongly related to STATUS in females (.27) than in males (.54). The males' and females' correlations of SUPERFICIAL to STATUS subclusters are most similar in CONNECTIONS (about .30). However, this is the smallest male and the largest female correlation between any STATUS subcluster and SUPERFICIAL.

Males and females differ strongly in correlation between APPEAR-ANCES and SUPERFICIAL (.48 in males, .09 in females). Both sexes weakly link SUPERFICIAL with the negatively scored APPEARANCE item 'a person's appearance is not very important' (#61), and with the personal desire 'to wear fine clothes' (#44). The correlations of the other APPEARANCE items are slightly negative or zero in females, but positive in males. (These items concern joining clubs, improving tastes, and learning more about etiquette.) The largest differences in correlations between males and females occur in the behavioral elements of APPEARANCES.

If we could assume that there is a positive link between one's desire to possess something and a belief that it is useful in making evaluations of others—and having them made about oneself—then the following could describe the situation. Females link assessing looks with a desire for looks, but not with what they desire in behavior. Men generalize more—looks are used to assess both the desired looks and behaviors.

PEOPLE LIKE ME and ACQUIESCENCE. PEOPLE LIKE ME shows interesting sex differences in the correlations with ACQUIESCENCE. Sign of the correlation to the total cluster is not the only difference.

Sex differences also exist in which of the ACQUIESCENCE subclusters

PEOPLE LIKE ME is related to.

INDEPENDENCE is unrelated to PEOPLE LIKE ME in males while CON-FORMITY is unrelated in females. In males, CONFORMITY is negatively correlated with PEOPLE LIKE ME (-.24), and INDEPENDENCE is negatively correlated with PEOPLE LIKE ME in females (-.28).

PEOPLE LIKE ME seems most negatively related to the 'be a good

little boy' aspect of CONFORMITY in males and to the 'stand up on your own two feet' aspect of INDEPENDENCE in females. In their own minds, goodygoodyism in males and assertiveness in females seem to have a small negative relation to their own desires or perceived abilities to have people like them.

QUICKNESS with SOCIAL DOMINANCE, CONFORMITY, and INDEPENDENCE.

INDEPENDENCE, SOCIAL DOMINANCE, and CONFORMITY (-) are all more strongly related to QUICKNESS in men than in women.

INDEPENDENCE and SOCIAL DOMINANCE both concern assertiveness. If assertiveness is role approved and desirable behavior in males, the degree of assertiveness that a man displays may depend on a temperamental factor such as his ability to act quickly. In females, however, assertiveness may be less role approved. QUICKNESS, therefore, will less strongly influence their tendency to be assertive—to display SOCIAL DOMINANCE or INDEPENDENCE.

In both males and females, the negative correlation of CONFORMITY and QUICKNESS is stronger than the positive correlations of QUICKNESS with INDEPENDENCE or SOCIAL DOMINANCE. The negative relation of the relatively timid CONFOMITY and the spontaneous QUICKNESS cluster seems to imply that social confidence is the basis of the negative correlation between the clusters. The stronger relation found in males than in females may mean that sex role behavior makes speed a more relevant consideration to men. To men, speed may be a stronger determinant of general social confidence.

Conclusions

Because I have discussed the clusters, cluster intercorrelations, and sex differences in cluster intercorrelations while describing the results, I shall concern myself with other matters in this section.

I shall first describe Lessin's clusters and examine the item overlap between his clusters and mine. A presentation of Lessin's cluster intercorrelations (based on his male sample N=109) and a brief description of his conclusions will follow. Then I'll note: a possible nonreplication of intercluster correlations in males.

Following this, I'll assess the usefulness of the new items and describe some sources of satisfaction and dissatisfaction with my new clusters. Discussion of the uses of cluster analysis in both hypothesis testing and 'discovery' research on group differences (using sex as an example) will end the section.

Lessin's Clusters

Lessin found six clusters. Brief, descriptive quotes from Lessin (1968) follow the listing of the clusters below.

- CON: "Imposed conformity" "...measures 'own personality as a reflection of the changing needs of the market' and 'insecurity'" (p. 37).
- MAN: "... manipulativeness, both of self and of others."

 "Cluster MAN connotes a hardness or cynicism that is lacking in the other clusters. Overall, Cluster MAN seems to be measuring 'manipulation as a life style'" (p.42).
- OD: "... seems to measure other-directedness or perceiving the source of personal value as external to oneself'" (p. 35).
- EMP: "... is not as clearcut as some of the clusters. A person who would score high on this cluster seems to lack meaning to his life. He is without depth or is empty of the richness of human existence" (p. 40).

- SOC: "... can be characterized as representing sociability" (p. 26).
- QIK: "... measures quickness, especially in regard to 'acting and thinking quickly'" (p.46).

CON, MAN, EMP, and OD were the four clusters that Lessin believed to be related to the marketing orientation.

Item Overlap in Lessin's Clusters and Mine

Both Lessin and I found evidence that the marketing orientation is not homogeneous. However, we grouped the items differently. This difference is exaggerated by my use of new items in my analysis. However, preliminary clustering using only the items that Lessin worked with did not lead me to his clusters.

Table 13 shows how many items were shared by specific clusters of Lessin's and mine. (Note that some items would be reversed when in Lessin's cluster but not in mine. For example, an item belonging to his CON and to my INDEPENDENCE cluster would be reversed only when scored in CON.)

Lessin's CON, SOC, and QIK have strong overlap with my ACQUIESCENCE, PEOPLE LIKE ME, and QUICKNESS, respectively. QIK and QUICKNESS are identical. Lessin's CON is a sampling from my ACQUIESCENCE subclusters, CONFORMITY and INDEPENDENCE. CON is Lessin's only "core" cluster (i.e., thought to be part of the marketing orientation) that does not overlap with my STATUS cluster. PEOPLE LIKE ME (5 items) and SOC (4 items) share three items.

OD's items are in my STATUS and ACQUIESCENCE clusters, and in my residual set. The same is true of EMP. However, EMP also has overlap with other clusters of mine--primarily LONER (reversed).

Table 13.--Conjoint membership of items in Lessin's clusters and mine. Rows are my clusters and columns are Lessin's

	OD	CON	EMP	MAN	QIK	SOC	Res.	New
STATUS:								
APPEARANCES	2		1	1			1	1
RESPECT			1	1				1
MONEY	ı			1				1
CONNECTIONS				1				2
CHAMELEON	1		1	2				1
ACQUIESCENCE:								
CONFORMITY	2	3	1				1	
INDEPENDENCE		3	3				1	
HARDNESS:		•	_					
SELF-INTEREST				2				1
BLUNTNESS				2				1
SOCIAL DOMINANO	E						2	3
PEOPLE LIKE ME			ı			3	1	
LONER			3					1
ARTSY			ì				ı	1
SUPERFICIAL				ı				1
QUICKNESS					4			
My Residual Set	2	1	6	5		1	6	6

Just as it has an exceptional pattern in Lessin's cluster intercorrelations, Man differs from the "core" clusters in the way it overlaps with my clusters. Like OD and EMP it overlaps with STATUS. However, it is the only "core" cluster that does not overlap with ACQUIESCENCE and that does overlap with HARDNESS.

Lessin's Correlational Results and His Conclusions

Table 14 contains the correlations among Lessin's clusters.

CON, EMP, and OD form a core of moderate correlations in a matrix with many negligible correlations. MAN is an exception; it is neither in nor out of the "core." MAN correlated with OD only.

Lessin concluded that QIK and SOC were not measuring traits

related to the marketing orientation because neither was correlated with any other cluster.

Table 14	Correlations	among	Lessin's	clusters
on his male	sample.			

	OD	CON	EMP	MAN	QIK	SOC	
OD		.43	.47	.47	10	.06	
CON	.43		.36	.10	19	.03	
EMP	.47	.36		.04	17	.08	
MAN	.47	.10	.04		.02	10	
QIK	10	19	17	.02		.19	
SOC	.06	.03	.08	10	.19		

Deviations from Expectations

Lessin's cluster intercorrelations show one sharp divergence from expectations based on my sample of male data. His QIK and CON clusters correlate -.19. My QUICKNESS and ACQUIESCENCE clusters correlate -.58. Although his CON contains only some of the items of my ACQUIESCENCE cluster, selection of specific items is not making the difference. The correlation on my male sample may be randomly high, but it seems unreasonable that the correlation between QIK and CON should be only -.19. I trust my larger sample more, although the size of the correlation may be exaggerated.

Comments on the New Items

New items were written primarily to parallel items already a part of Lessin's questionnaire or to provide what might be more sex free alternates to Lessin's items. Having these new items was valuable in

helping to create new clusters or to add reliability to others. Some clusters or subclusters (e.g., CONNECTIONS in which two of the three items were newly written) depended on the new items for their existence.

Fourteen of the twenty newly written items were placed in clusters. These were generally the items which a priori seemed to have the most obvious relation to items already contained in Lessin's scale. (I frankly did not expect some items to cluster and might have had difficulty suggesting why they did.)

The three new items in the SOCIAL DOMINANCE cluster provide a good example of the different functions that the new items have had.

(Items 73, 76, and 77 are the new items.)

- 8. I feel that I can dominate a social situation.
- 16. I'm pretty good at "bluffing."
- 73. I enjoy putting people at ease by telling them about my experiences.
- 76. I am more of a listener than a talker.
- 77. I feel that I can control a social situation even though it may not be obvious to others.

Lessin found that items 8 and 16 formed a pair but he was unable to include them in a cluster or to develop a cluster around them.

These items seemed to have an assertive and potentially masculine tone. I wrote item 77 partly to parallel item 8. However, I also hoped that the item would allow females to express their capacities as social managers and controllers without having to claim that they were dominating.

In fact, both males and females agreed more with the new item.

The new 'nonobvious control' item showed less sex difference in agreement than did the old 'dominate' item. The new item not only reduced associations with sex role but provided a means of strengthening a cluster by increasing its reliability.

Items 76 and 73 served as less extreme measures of taking social initiative, and again as items which would not carry sanctions originating in sex role.

Extension, Clarification, and Revision of the Present Clusters

I am satisfied that the clusters developed in this research are good groupings of the available items. This does not necessarily convince me that the clusters are good measures of particular characteristics, or that these characteristics have been clearly identified. Writing additional items and examining the relations with the current items is a necessary step in clarifying and defining the limits of the concepts these clusters may represent.

ARTSY, for example, may tap art-oriented snobbery or more general intellectualism. The three items of ARTSY do not form a reliable cluster. It is not merely the cluster size that affects the reliability. The cluster also seems divided between measuring scorn for the light and airy and disdain for emphasizing the value of business and technology.

Writing and analyzing additional items would help determine whether the arts and humanities are the focus for the implied snobbery or whether a broader field of content could be incorporated. Clustering would also help determine whether two sets of opposites are really being measured. Deep-shallow might be one dimension, while thinker-doer might be another. These dimensions might well be correlated but possess other statistical characteristics clearly differentiating them.

The Value of Cluster Analysis in Investigating Sex Differences

When clusters are composed of items of fairly well-defined content, sex differences in cluster intercorrelations can inform us that various aspirations, attitudes, needs, self-perceptions, and reports of behavioral

tendencies are related differently in men and women. The basis of these different relations may be a greater cognitive similarity of the variables (clusters) in one sex than the other, the existence of a stronger causal relationship from one variable to another in one sex, or that the first variable is a component of the second variable in one sex only.

If two clusters had the same reliabilities and variances across sex yet were more strongly related in one sex than the other, we would have reason to believe that the sexes somehow differ in the way they link the concepts.

Finding a correlation in one sex but not in the other suggests differential relevance of one trait for another. If this is not simply an artifact of different variances, perhaps a greater lattitude of feelings, behaviors, etc. is allowed in one group in relation to the other variable.

Another source of low correlation could be a low variance for one sex. This greater homogeneity of one group could reflect a narrower standard of what is acceptable behavior for the group with the lower correlation. The narrow range would prevent strong correlations with other variables for that group.

where sex differences have been hypothesized, the application of cluster analysis can help in verifying theory and, perhaps, in clarifying or revising it. This is especially true when the theory predicts different relations among variables in the sexes.

Where a theory specifically states that variables are differently related in males and females, the following procedure may be applied.

First, write items or determine appropriate observations designed to measure the content of each of the concepts involved in the theory. Collect data, with males and females in the sample. Then obtain the matrices of inter-item correlations and similarities (each grouped so that items measuring the same concepts are adjacent). (See Hunter, 1970 and 1973 for descriptions of computer programs that can accomplish this.)

At this point, make sure that the items designed to measure the same concept hang together statistically--i.e., that they are positively correlated and parallel. Items not meeting these criteria should be removed. However, after cleaning out "bad" items, it is important to make sure that the remaining items do not have a different cast of meaning than what was originally intended. If all goes well, these final scales (clusters) should correspond to the concepts contained in the theory. If so, it is now possible to determine whether these scales--measures of behaviors, self-perceptions, goals, etc.--relate to each other in each sex as the theory predicts.

Not all investigations begin with theory or are designed to test specific hypotheses, however.

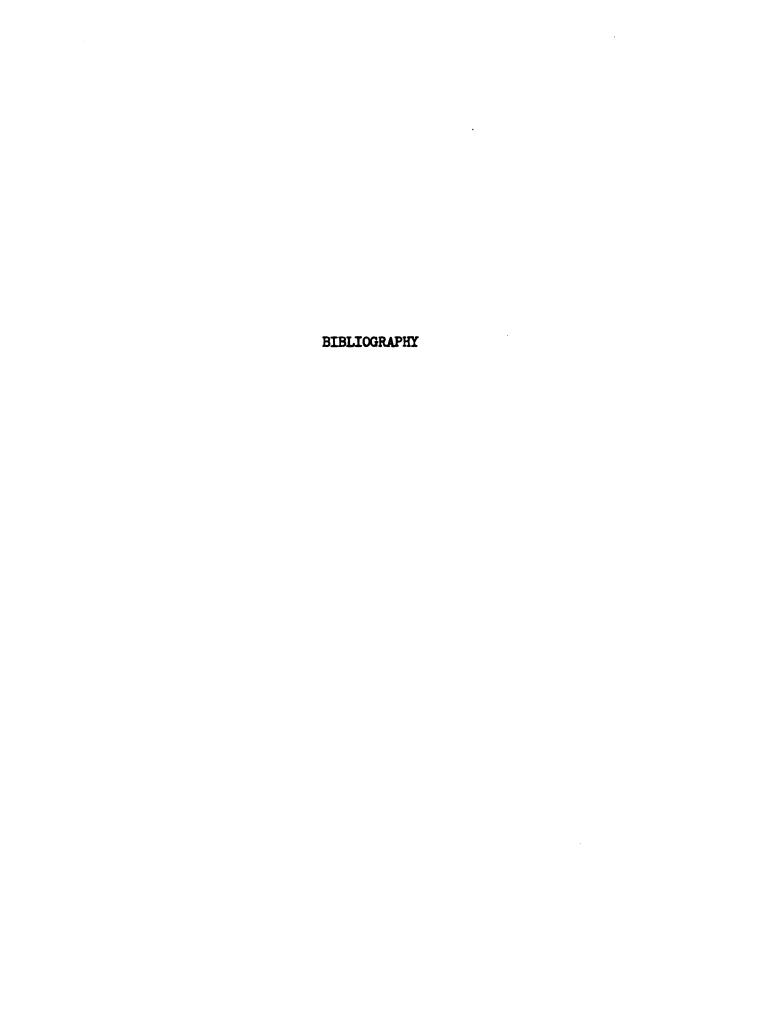
In this research a theory of sex differences was not the starting point. Instead, what might as well have been an arbitrarily selected inventory provided the items to be analyzed. Discovering relations and suggesting explanations was the aim. However, this is only the beginning of a process of describing and explaining sex differences. Discovered relations are valuable only if they can be replicated and if they suggest testable interpretations or explanations.

Discovered relations such as those described in this research require replication on similar subjects. This serves as insurance against random error. While this data verification is being performed, it may also be possible to collect information pertaining to explanations or interpretations suggested to account for any of the discovered relations. Hopefully, the basic findings will replicate. If they do, then additional material pertaining to suggested explanations should be inspected to determine whether they offer support to the explanations.

Replications designed to test the limits of external validity are also important. Because any theory or description of sex differences is likely to be applied beyond a population of college students, replications on other people is essential for establishing external validity.

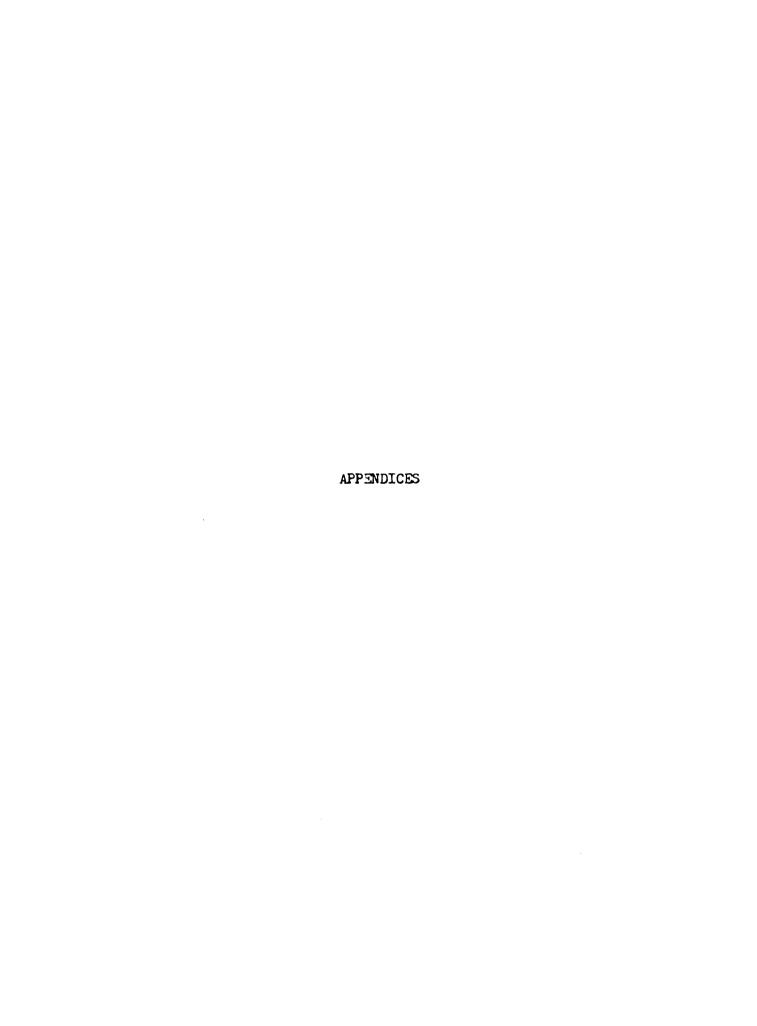
Learning about measures is also important. Differences on items requiring subjects' reports of their usual behavior could represent differences in the behavior reported, different standards of judging their usual behavior, or some other difference associated with style of reporting usual behaviors.

Incorporating behavioral observation and questions about specific behaviors and events into research on group differences will help in determining where the real differences lie.



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Appendix A

Items in the Enlarged Version of the Marketing Orientation Questionnaire

- 1. Adaptability is one of the most important qualities a person can have.
- 2. I always try to consider the other fellow's feelings before I do something.
- 3. It is generally best to do things in the approved way.
- 4. Most people insist on their own beliefs even when others disagree.
- 5. The main reason a person does a job well is that he expects to be rewarded.
- 6. As a general rule, as long as things look all right, it's o.k.
- 7. Sometimes I rather enjoy going against the rules and doing things I not supposed to.
- 8. I feel that I can dominate a social situation.
- 9. I'd rather be at home alone than go to a dull party.
- 10. I don't really care all that much whether people like me or dislike me.
- 11. I'm likely to discontinue doing something others think not worthwhile.
- 12. It is a good idea to be able to make several different impressions in order to get along with all kinds of people.
- 13. It's pretty hard to adjust to change.
- 14. It is extremely important to get to know the right people in order to get ahead.
- 15. I usually maintain my original position even when my superiors disagree.
- 16. I'm pretty good at "bluffing."
- 17. I usually try to do what is expected of me.
- 18. I know some people who I just really dislike.

- 19. I hate having to make hurried decisions.
- 20. One of my strong points is my ability to present a favorable image.
- 21. I like having something to do every minute of the day.
- 22. I'd rather not go to a party than go with someone I don't like.
- 23. Who we are is mainly determined by our attributes, e.g., age, style, intelligence.
- 24. A person should usually be more concerned with himself than with others.
- 25. I easily change my mind after I hear what others have to say.
- 26. I don't particularly enjoy meeting a lot of people.
- 27. I often think about the meaning of life.
- 28. Most people can't stand to be alone for more than a few hours at a time.
- 29. I usually avoid doing something that might provoke criticism.
- 30. I feel comfortable being different from those around me.
- 31. You can learn a lot about a man from knowing the kind of car he drives.
- 32. It is hard to be nice to people I don't like.
- 33. A person should adapt his ideas and his behavior to the group that he happens to be with.
- 34. I would be happy if I could be with lots of people.
- 35. The pressures of the modern world often require us to change our beliefs.
- 36. The qualities of a good salesman are an important part of any job.
- 37. I don't mind working alone.
- 38. In order to succeed, a person has to be willing to change.
- 39. I am quite flexible when dealing with other people.
- 40. Lack of money is the greatest single cause of unhappiness.
- 41. Society owes a lot more to the artist and the musician than it does to the businessman and the manufacturer.

- 42. I'd rather be thought of as intelligent than sociable.
- 43. Before I do something I try to consider how my friends will react to it.
- 44. It is important to me to someday wear fine clothes.
- 45. I like dramas better than musical comedies.
- 46. I make friends quicker than most people.
- 47. I'd like to know much more about social ettiquette.
- 48. Promises are really hard to keep.
- 49. Most of the arguments or quarrels I get into are over matters of principle.
- 50. Success seems to depend more on luck than on ability.
- 51. Most people act the same way regardless of whom they are with.
- 52. One of the most important things a father can do for his son is to be successful.
- 53. A pleasant voice is an important part of a desirable personality.
- 54. More often than most people are willing to admit, an individual has to stand alone to maintain his principles.
- 55. I try to do what is fitting and appropriate.
- 56. More often than most people think, it is necessary to tell a lie.
- 57. I feel comfortable acting unconventionally if an important issue is involved.
- 58. The mark of a happy man is that he is well thought of by his peers.
- 59. Since things change so fast in this modern world of ours, it is important that a man doesn't believe in any one thing too deeply.
- 60. There are few people with whom I feel comfortable enough to be really honest.
- 61. A person's appearance is not very important.
- 62. I like doing things in which I have to act quickly.
- 63. In choosing a job, the opportunity to develop one's abilities is more important than the opportunity for advancement.
- 64. I would like to belong to several clubs or lodges.

- 65. Frobably the most important way to be happy is to please others.
- 66. I don't make as many compromises as most people.
- 67. It is important to be able to take orders without getting angry or resentful.
- 68. I am more sensitive than most people to the desires of others.
- 69. Although not perfect, the American way of life somes closer to the ideal than any other system.
- 70. I am slow in making up my mind.
- 71. If one of my acquaintances used a word that I didn't know, I would feel embarrassed to ask what the word meant.
- 72. Pleasing oneself should have priority over the interests of others.
- 73. I enjoy putting people at ease by telling them about my experiences.
- 74. I believe that money contributes significantly to happiness.
- 75. I would rather use credit cards than case or a check for purchases over a couple of dollars.
- 76. I am more of a listener than a talker.
- 77. I feel that I can control a social situation even though it may not be obvious to others.
- 78. When I dislike someone, I try to avoid revealing that fact either through words or actions.
- 79. I consider verbal agreements to be more binding than written agreements.
- 80. I tend to enjoy the more subtle aspects of most things.
- 81. One of the most important things a parent can do for his or her child is to be a leader in the community.
- 82. Knowing influential people is always beneficial.
- 83. The first thing to do in situations such as school or work is to get on the good side of the supervisor or boss.
- 84. You can learn a lot about a person from knowing the way his or her home is decorated.
- 85. I have developed and maintained my interest in topics that my acquaintances have no particular interest in.
- 86. Behaving cautiously and avoiding expressing oneself while young is smart if one wishes to accomplish much later in life.

- 87. I would like to meet people who could help me to improve my tastes.
- 88. Even though it may be financially necessary to do so, it seems undignified for a married woman to work when she is not pursuing some definite career of her own.
- 89. I'd like to develop enough skill or talent in some hobby or art so that I could entertain others with it.
- 90. I would like my spouse to be sexually attractive to others.

Appendix B

Items Arranged in Clusters and Subclusters

(Note: Items that are reverse scored in their clusters or subclusters are marked (-).)

Items in Subclusters of STATUS

Items in Subcluster APPEARANCES

- 48. I'd like to know much more about social ettiquette.
- 44. It is important to me to someday wear fine clothes.
- 61. A person's appearance is not very important. (-)
- 53. A pleasant voice is an important part of a desirable personality.
- 87. I would like to meet people who can help me to improve my tastes.
- 64. I would like to belong to several clubs or lodges.

Items in Subcluster RESPECT

- 81. One of the most important things a parent can do for his or her child is to be a leader in the community.
- 52. One of the most important things a father can do for his son is to be successful.
- 58. The mark of a happy man is that he is well thought of by his peers.

Items in Subcluster MONEY

- 74. I believe that money contributes significantly to happiness.
- 40. Lack of money is the greatest single cause of unhappiness.
- 63. In choosing a job, the opportunity to develop one's abilities is more important than the opportunity for advancement. (-)

Items in Subcluster CONNECTIONS

- 82. Knowing influential people is always beneficial.
- 14. It is extremely important to get to know the right people in order to get ahead.
- 83. The first thing to do in situations such as school or work is to get on the good side of the supervisor or boss.

Items in Subcluster CHAMELEON

- 33. A person should adapt his ideas and his behavior to the group that he happens to be with.
- 59. Since things change so fast in this modern world of ours, it is important that a man doesn't believe in any one thing too deeply.
- 86. Behaving cautiously and avoiding strongly expressing oneself while young is smart if one wishes to accomplish much later in life.
- 56. More often than most people think, it is necessary to tell a lie.
- 12. It is a good idea to be able to get along with all kinds of people by making several different impressions.

Items in Subclusters of ACQUIESCENCE

Items in Subcluster CONFORMITY.

- 29. I usually avoid doing something that might provoke criticism.
- 17. I usually try to do what is expected of me.
- 55. I try to do what is fitting and appropriate.
- 3. It is generally best to do things in the approved way.
- 43. Before I do something I try to consider how my friends will react to it.
- 25. I easily change my mind after I hear what others have to say.
- 11. I'm likely to discontinue doing something that others think not worthwhile.

Items in Subcluster INDEPENDENCE

(Note: All items are reverse scored when made a part of ACQUIESCENCE.)

- 30. I feel comfortable being different from those around me.
- 10. I don't really care all that much whether people like me or dislike me.
- 42. I'd rather be thought of as intelligent than sociable.
- 15. I usually maintain my original position even when my superiors disagree.
- 57. I feel comfortable acting unconventionally if an important issue is involved.
- 66. I don't make as many compromises as most people.

7. Sometimes I rather enjoy going against the rules and doing things I'm not supposed to.

Items in Subclusters of HARDNESS.

Items in Subcluster SELF-INTEREST.

- 24. A person should usually be more concerned with himself than with others.
- 72. Pleasing oneself should have priority over the interests of others.
 - 5. The main reason a person does a job well is that he expects to be rewarded.

Items in Subcluster BLUNTNESS.

- 32. It is hard to be nice to people I don't like.
- 18. There are some people who I just really dislike.
- 73. When I dislike someone, I try to avoid revealing that fact either through words or actions. (-)

Items in Cluster SOCIAL DOMINANCE.

- 8. I feel that I can dominate a social situation.
- 76. I'm more of a listener than a talker. (-)
- 77. I feel that I can control a social situation even though it may not be obvious to others.
- 16. I'm pretty good at "bluffing."
- 73. I enjoy putting people at ease by telling them about my experiences.

Items in Cluster PEOPLE LIKE ME.

- 26. I don't particularly enjoy meeting a lot of people. (-)
- 34. I would be happy if I could be with lots of people most of the time.
- 46. I make friends quicker than most people.
- 39. I am quite flexible when dealing with other people.
- 68. I am more sensitive than most people to the desires of others.

Items in Cluster LONER.

- 9. I'd rather be at home alone than go to a dull party.
- 22. I'd rather not go to a party than go with someone I don't like.
- 37. I don't mind working alone.
- 85. I have developed and maintained my interest in topics that my acquaintances have not particular interest in.

Items in Cluster ARTSY.

- 80. I tend to enjoy the subtle aspects of most things.
- 45. I like dramas better than musical comedies.
- 41. Society owes a lot more to the artist and the musician than it does to the businessman and manufacturer.

Items in Cluster SUPERFICIAL.

- 84. You can learn a lot about a person from knowing the way his or her home is decorated.
- 31. You can learn a lot about a man from knowing the kind of car he drives.

Items in Cluster QUICKNESS

- 62. I like doing things in which I have to act quickly.
- 70. I am slow in making up my mind. (-)
- 19. I hate having to make hurried decisions. (-)
- 13. It is pretty hard to adjust to change. (-)

Items not Placed in Clusters.

- 1. Adaptability is one of the most important qualities a person can have.
- 2. I always try to consider the other fellow's feelings before I do something.
- 4. Most people insist on their own beliefs even when others disagree.
- 6. As a general rule, as long as things look all right, it's o.k.
- 20. One of my strong points in my ability to present a favorable image.
- 21. I like having something to do every minute of the day.

- 21. I like having something to do every minute of the day.
- 23. Mho we are is mainly determined by our attributes, e.g., age, style, intelligence.
- 27. I often think about the meaning of life.
- 28. Most people can't stand to be alone for more than a few hours.
- 35. The pressures of the modern world often require us to change our beliefs.
- 38. In order to succeed, a person has to be willing to change.
- 47. Promises are really hard to keep.
- 49. Most of the arguments or quarrels that I get into are over matters of principle.
- 50. Success seems to depend more on luck than on ability.
- 51. Most people act the same way regardless of whom they are with.
- 54. More often than most people are willing to admit, an individual has to stand alone to maintain his principles.
- 60. There are few people with whom I feel comfortable enough to be really honest.
- 65. Probably the most important way to be happy is to please others.
- 67. It is important to be able to take orders without getting angry or resentful.
- 69. Although not perfect, the American way of life comes closer to the ideal than any other system.
- 71. If one of my acquaintances used a word that I didn't know, I would feel embarrassed to ask what the word meant.
- 75. I would rather use credit cards than cash or a check for purchases over a couple of dollars.
- 79. I consider verbal agreements to be more binding than written agreements.
- 88. Even though it may be financially necessary to do so, it seems undignified for a married woman to work when she is not pursuing some definite career of her own.
- 89. I'd like to develop enough skill or talent in some hobby or art so that I could entertain others with it.
- 90. I would like my spouse to be sexually attractive to others.

APPENDIX C.--Item means and standard deviations for each sample, arranged by cluster. (Combined sample N=332, female N=181, male N=151.) Items have been scored so that a high score represents scoring high on the characteristic named in the cluster. INDEPENDENCE items are scored for INDEPENDENCE, not ACQUIESCENCE.

Cluster	Item	Me	ans		Standar	d Deviat	ions
(Subcluster)	2 0011	Combined	Female	Male	Combined	Female	Male
STATUS							
(APPEARANCES)							
	4 8	2.657	2.525	2.815	1.065	1.017	1.100
	44	2.358	2.232	2.510	1.050	1.003	1.085
(-)		3.190	3.116	3.278	1.176	1.181	1.163
	53	3.142	3.133	3.152	1.068	1.094	1.034
	87	3.1 <i>5</i> 9	3.127	3.192	1.006	1.003	1.008
	64	2.417	2.376	2.444	1.078	1.063	1.096
(RESPECT)							
,	81	2.036	1.945	2.146	.791	.741	.833
		2.238	2.066	2.444	1.042	.984	1.071
	52 58	2.599	2.541	2.669	1.095	1.100	1.084
(3(0)====	-	-	-	•			
(MONEY)	O).	2 000	2 007	2 002	3 005	7 046	1 100
	74 40	2.988 2.084	2.901 1.939	3.093	1.075 1.069	1.046	1.100 1.193
(-)		2.452	2.348	2.258 2.576	•997	.929 1.000	.980
(-)	رن	2.472	2.540	2.570	•997	1.000	.900
(CONNECTIONS)							
•	82	3.352	3.171	3.570	1.041	.991	1.058
	14	3.111	2.906	3.358	1.131	1.116	1.100
	83	2.895	2.718	3.106	1.032	.942	1.093
(CHAMELEON)							
(OTTAL TELESCH)	33	2,208	2.061	2.384	.958	.917	.976
	59	1.804	1.663	1.974	.932	.816	1.029
	<i>5</i> 9 86	2.208	2.105	2.331	.906	.857	.947
	<i>5</i> 6	2.834	2.713	2.980	1.146	1.022	1.263
	12	2.822	2.657	3.020	1.157	1.129	1.159
ACQUIESCENCE (CONFORMITY)							
, , , , , , , , , , , , , , , , , , , ,	29	2.858	2.840	2.881	1.090	1.031	1.156
	17	3.786	3.768	3.808	.898	.893	.904
	55	3.346	3.768	3.377	.9.0	.944	.890
	55 3 43	2.801	2.707	2.914	1.043	1.034	1.042
	43	2.911	2 .7 96	3.026	1.015	1.023	.990
	25	2.563	2.530	2.603	.924	.889	.963
	11	2.500	2.431	2 .5 83	1.104	1.103	1.100

APPENDIX C.--(Continued)

	em Mes				d Deviat	
(Subcluster)	Combined	Female	Male	Combined	Female	Male
CQUIESCENCE						
(INDEPENDENCE)						
30	2.916	2.829	3.020	1.044	.911	1.095
10		2.138	2.430	1.092	1.023	1.148
42	2.940	2.884	3.007	1.093	1.063	1.125
15	3.355	3.343	3.371	.902	.907	.896
57		3.138	3.265	. 98 5	.990	.975
66	2.919	2.878	2.967	.910	.865	•959
HARDNESS						
(SELF-INTEREST)		_				
24		2.558	2.934	1.140	1.134	1.114
72		2.680	2.940	1.046	1.018	1.062
5	3.202	2.994	3.450	1.192	1.196	1.137
(BLUNTNESS)	-					
32		2.901	3.085	1.126	1.157	1.079
(-) 7.8	-	2.5 <i>5</i> 8	2.887	1.079	1.053	1.083
18	3.943	3.928	3.960	1.056	•975	1.144
SOCIAL						
DOMINANCE 8		2.950	3.099	1.018	1.004	1.028
(-) 76		2.497	2.550	1.183	1.183	1.183
77		3.171	3.179	1.018	0.963	1.080
16	3.301	3.127	3.510	1.185	1.203	1.127
73	3.313	3.304	3.325	•937	.917	.960
PEOPLE LIKE ME						
(-) 26	3.497	3.530	3.457	1.191	1.192	1.189
34		2.514	2.616	1.026	1.049	.996
46	~ • • •	2.972	3.000	1.040	1.069	1.003
39 68		3.635	3.735	.861	.854	.867
68	3.557	3.602	3.503	.912	.884	.941
ONER						
9	3.660	3.851	3.430	1.198	1.130	1.237
22		3.718	3.384	1.164	1.114	1.195
37		4.072	3.980	.908	.841	.980
85	3.756	3.790	3.715	.901	.860	.945
LRTSY						
80	3.563	3.497	3.642	.821	.805	.833
45		2.912	3.219	1.098	1.074	1.103
41		2.807	2.834	1.031	1.014	1.051

APPENDIX C.--(Continued)

Cluster	Item	Mea	ทร		Standar	d Deviat	ions
(Subcluster)	7.00	Combined		Male	Combined	F male	Male
SUPERFICIAL							
	84	2.980	2.967	3.000	1.084	1.056	1.116
	31	2.108	1.950	2.298	1.151	1.037	1.249
QUICKNESS							
•	62	3.066	3.204	2.901	1.056	1.028	1.066
	70	2.846	3.055	2.596	1.161	1.155	1.117
	19	3.452	3.558	3.325	1.114	1.094	1.125
	13	2.810	2.829	2.788	1.096	1.087	1.108
Residual Items	;						
	1.	3.178	3.127	3.238	.819	.880	.734
	2.	3.892	4.006	3.755	.895	.857	.920
	4.	3.488	3.3 <i>5</i> 9	3.642	•995	1.013	.951
	6.	2.497	2.431	2.576	1.080	1.057	1.100
	20.	2.389	3.381	3.397	.907	.977	.814
	21.	2.536	2.552	2.517	1.178	1.209	1.138
	23.	3.039	2.939	3.159	1.220	1.152	1.287
	27.	2.045	1.945	2.166	1.070	1.044	1.088
	28.	3.247	3.249	3.245	1.029	.991	1.016
	35.	3.322	3.343	3.298	1.068	1.079	1.054
	38.	3.605	3.575	3.642	1.020	1.003	1.038
	47.	2.461	2.365	2.576	1.042	1.008	1.070
	49.	3.434	3.398	3.477	1.032	.995	1.072
	50.	2.515	2.470	2.570	1.043	1.033	1.052
	51.	2.289	2.221	2.371	1.047	•955	1.143
	54.	3.717	3.663	3.781	.927	.924	.927
	60.	3.346	3.182	3.543	1.346	1.356	1.306
	65.	2.934	2.932	2.947	1.211	1.219	1.200
	67.	3.636	3.685	3.576	.965	.920	1.013
	69.	3.175	3.166	3.185	1.217	1.192	1.247
	71.	2.295	2.232	2.371	1.066	1.003	1.131
	75.	2.063	2.000	2.139	1.086	1.019	1.157
	88.	1.729	1.508	1.993	.850	.636	.987
	89.	3.768	3.773	3.762	1.014	1.035	.988
	90.	3.536	3.392	3.709	1.001	1.006	.967
	Sex	1.545	2.000	1.000	.498		

Note: Residual items are scored so that a higher score indicates agreement.

APPENDIX D. -- Cluster item average and coefficient alpha for each sample, and correlation of cluster with sex.

		Clust	ter					
Cluster	No.	Ite	em		Coef	ficie	nt	Correla-
Subcluster	of	Mea	an		Al	pha		tion
	Items	Combined	Female	Male	Comb.	Fem.	Male	with Sex
								Sex
STATUS	20	2.628	2.512	2.765	.82	.78	.80	.28***
APPEARANCES	6	2.821	2.752	2.899	.65	.66	.63	.14*
RESPECT	3	2.299	2.184	2.420	•55	.46	.62	.22***
MONEY	3 3	2.508	2.396	2.642	• 55	• 53	.54	.22***
CONNECTIONS	3	3.119	2.932	3.345	.62	. 58	.62	.32***
CHAMELEON	5	2.375	2.240	2.538	.61	. 58	.60	.30***
ACQUIESCENCE	14	2.971	2.981	2.974	•73	.75	.70	.03
CONFORMITY	7	2.966	2.913	3.027	.69	.71	.65	.11*
INDEPENDENCE	7	3.025	2.952	3.113	. 58	.63	.48	.19***
HARDNESS	6	3.061	2.937	3.209	•55	.48	. 58	.29***
SELF-INTEREST	3	2.910	2.744	3.108	.51	. 50	.47	.30***
BLUNTNESS	3	3.212	3.129	3.311	•पंभ	.37	. 50	.18***
SOCIAL DOMIN.	5	3.066	3.010	3.133	.67	.63	.71	.10
PEOPLE LIKE ME	5	3.236	3.251	3.262	. <i>5</i> 8	.65	.48	.02
LONER	4	3.753	3.8 <i>5</i> 8	3.627	.54	•57	.49	21***
ARTSY	3	3.144	3.072	3.232	•39	.41	.34	.19***
SUPERFICIAL	2	2.544	2.459	2.649	•53	.51	• 55	.13*
QUICKNESS	4	3.044	3.162	2.903	.69	.70	.65	.19***

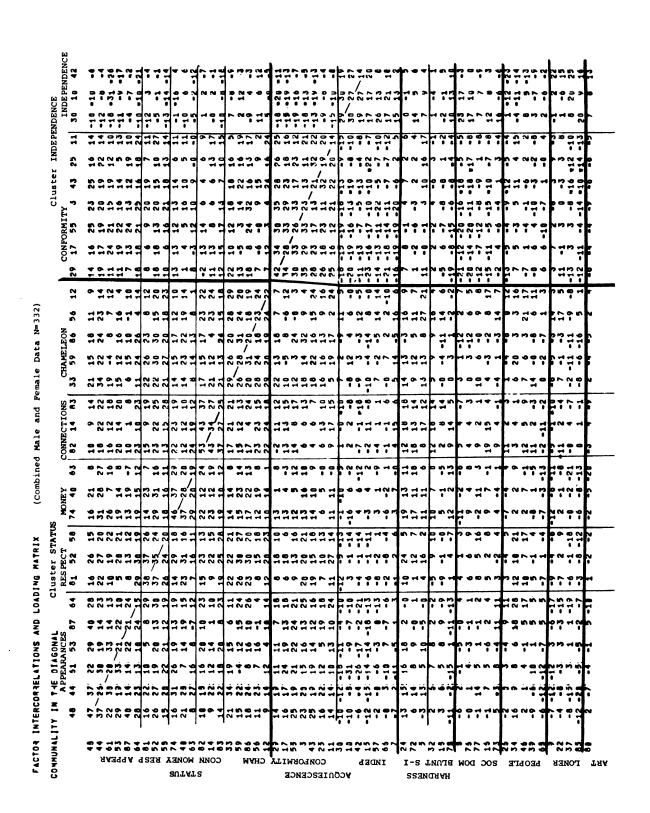
^{*}means p .05, 2-tailed

Note: Coefficient alphas are not corrected for cluster size.

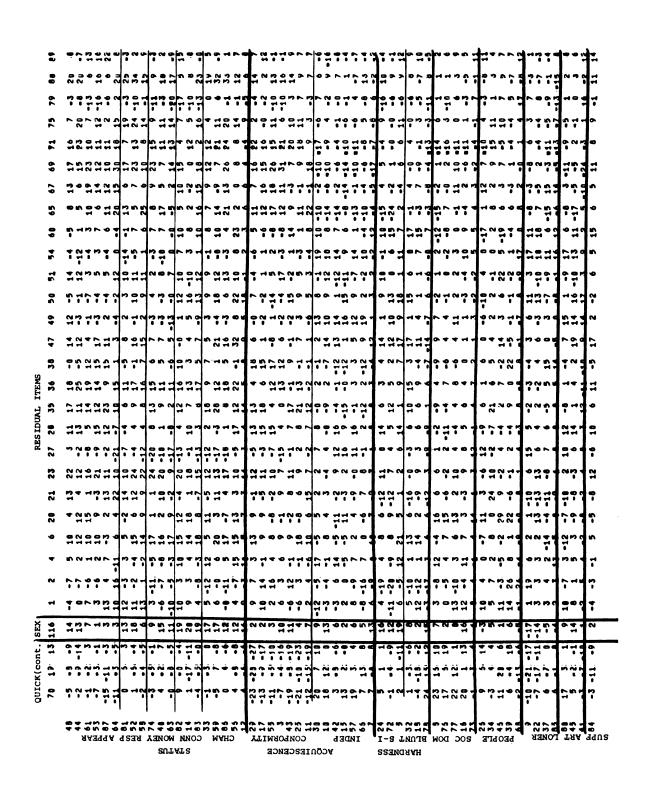
^{**}means p .01, 2-tailed

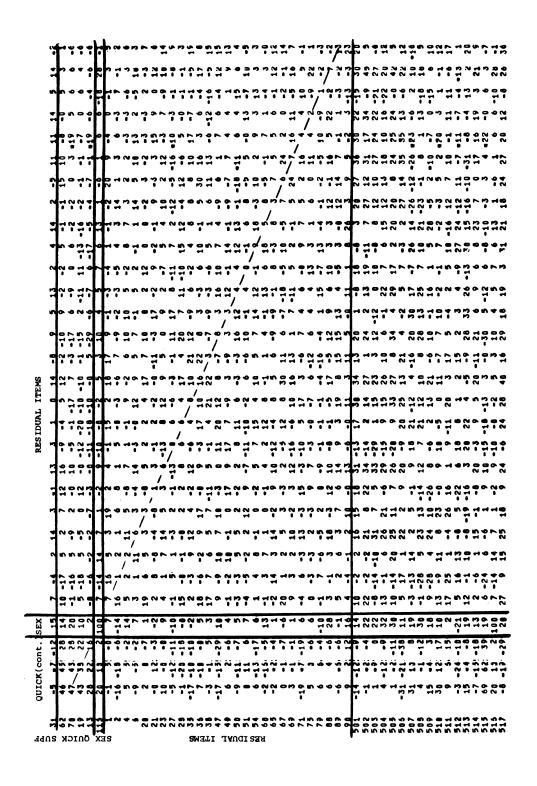
^{***}means p .001,2-tailed

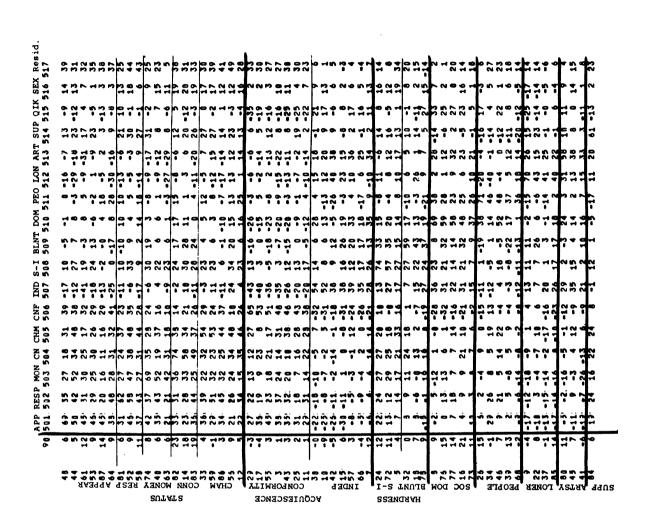
APPENDIX E.--Cluster, subcluster, and item correlation matrix for the combined sample of males and females.

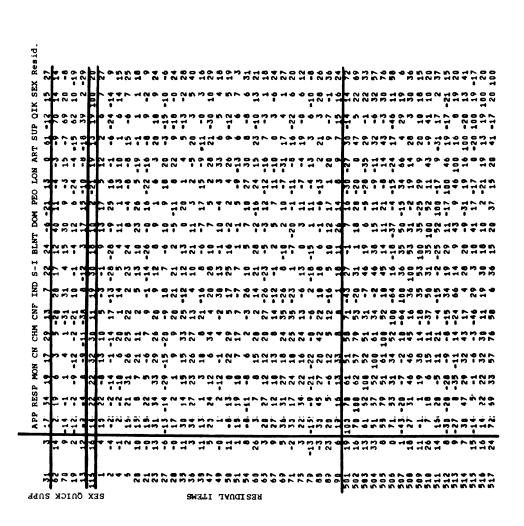


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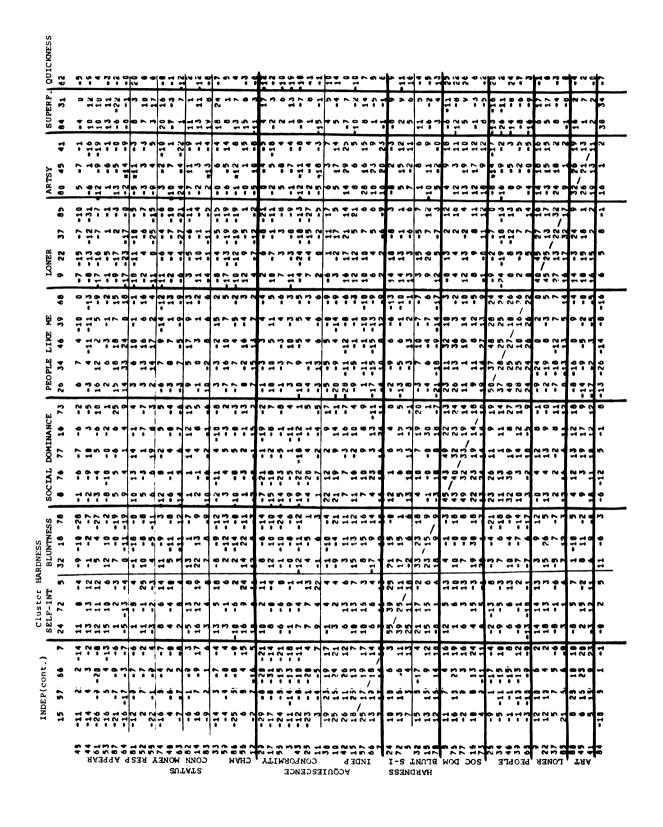




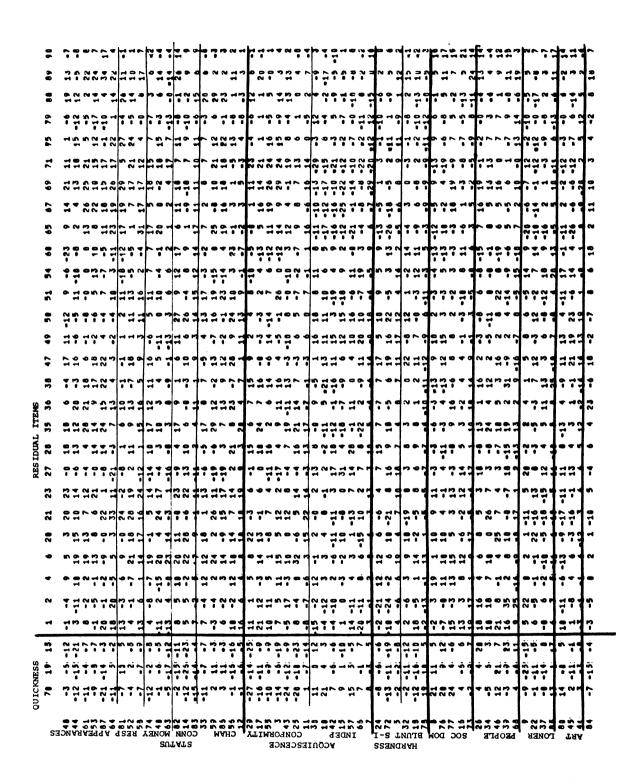


APPENDIX F.--Cluster, subcluster, and item correlation matrix for the female sample.

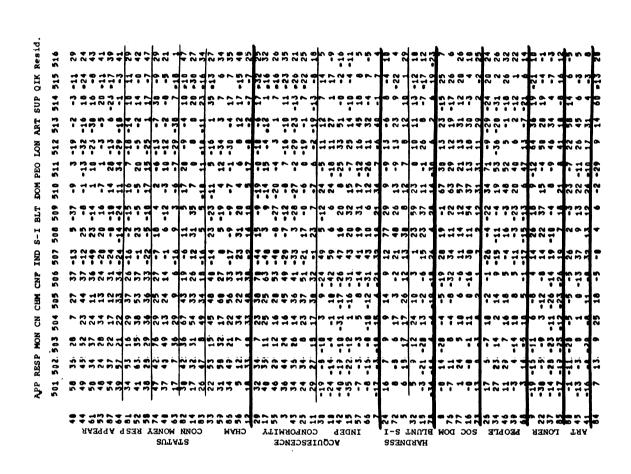
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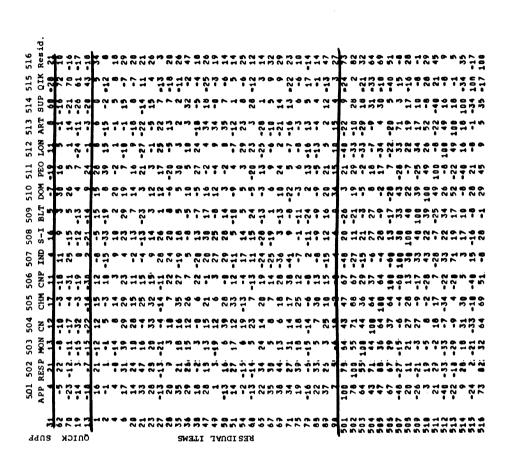


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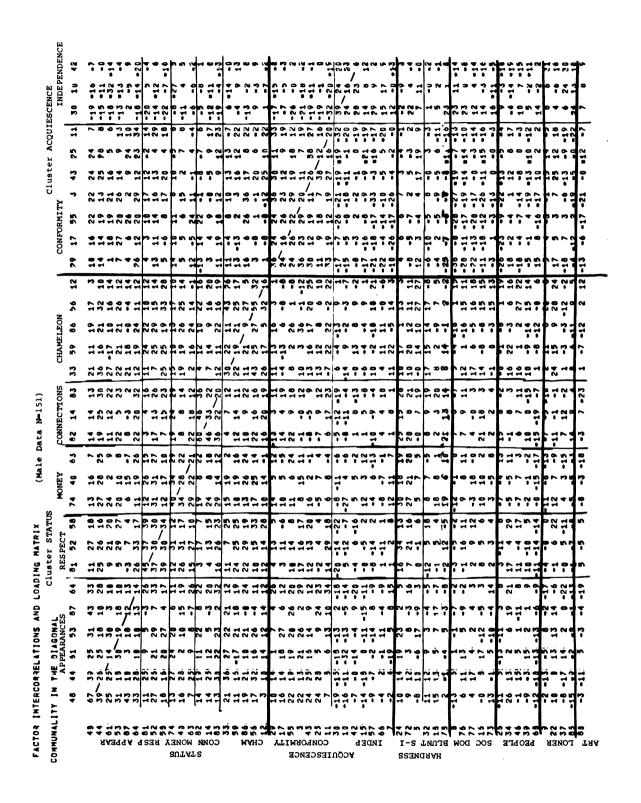


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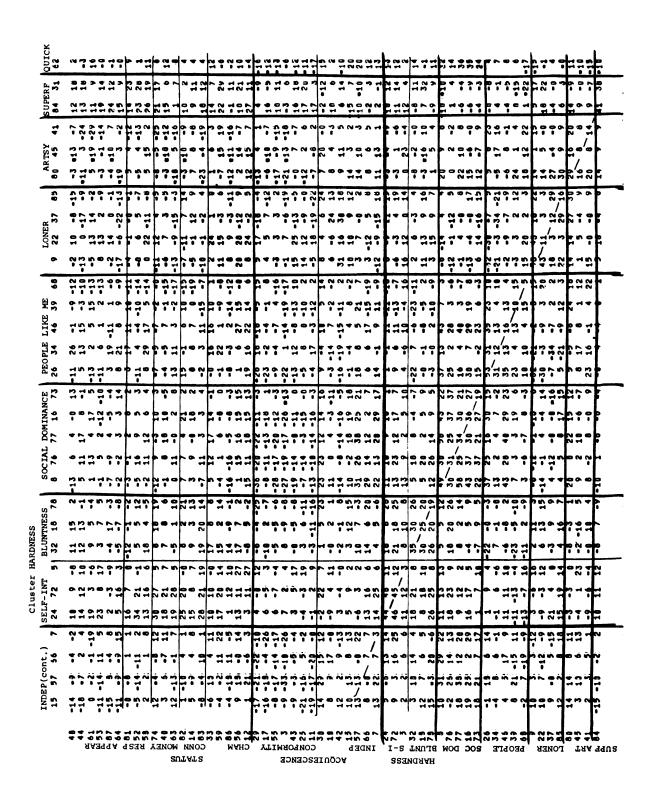




APPENDIX G.--Cluster, subcluster, and item correlation matrix for the female sample.



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